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78 2334/8

1 DEC 1978

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170 *ASPL*

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : DDCI/DDA Meeting 5 December 1978 on the
Directorate Goals Management Program

1. In anticipation of our 5 December 1978 meeting on the Goals Management Program, I am sending you agenda material on Directorate goals for FY 1979.

2. The Directorate has 12 goals: five identified at the DCI's June Retreat, six at the September Retreat, and the goal identified by you. The responsible Office Directors and Staff Chiefs are prepared to make brief presentations on their goals and to answer questions.

/s/ Michael L. Wainwright

for John F. Blake

Attachments:
As Stated

Distribution:

- 1 - DDCI w/atts
- 1 - ER w/atts
- 1* - DD/A w/atts (subj)
- 1 - DD/A Chrono w/o att
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- 1 - JFB Chrono w/o att

CRIG:DDA/MAS: [REDACTED] /il:ext 5226

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(30 Nov 78)

25X1A

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4

CIA GOALS MANAGEMENT PROGRAM IN THE DDA
FY-1979

1. Goal: To develop a comprehensive information handling strategy for the Agency's ADP, telecommunications, records management, and word processing activities.

Presenter:

[REDACTED]
Deputy Director of Data Processing
(Until recently Assistant for Information
to the DDA.)

STATINTL

Progress to Date: In collaboration with the Comptroller, a memorandum was prepared and issued over Mr. Taylor's signature on 21 November, calling on each Deputy Director and Independent Office Head to have components under his command identify those information handling and management issues which deserve the attention of Agency senior managers. The responses to this request will form the basis of a more detailed statement of the problem to be debated by the EAG in February. Once the EAG has agreed on the problem statement, work can proceed on development of a competitive Request for Proposal leading to a contract with a management consulting firm to make an in-depth study of information handling practices in CIA.

Milestones:

- 11/21/78 - Memo to Deputy Directors requesting "definition of problem."
- 12/15/78 - Responses to 11/21 memo due.
- 2/2/79 - Draft composite "statement of problem" to be completed (DDA & Comptroller).
- 2/16/79 - First EAG debate on "statement of problem."
 - Project Officer to be selected (EAG).
- 3/6/79 - Second EAG debate on "statement of problem" (revised).
- 3/23/79 - Statement of Work for RFP and list of bidders to be completed (Project Officer).
- 4/13/79 - Competitive RFP to be issued.
- 7/15/79 - Contract Award.

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AGENDA STATEMENT

GOAL:

To increase the amount and improve the quality of student accountability in training courses, with particular reference to the Management Seminar, Program on Creative Management, and to general survey courses such as, the Senior Seminar, Midcareer Course, and the Advanced Intelligence Seminar.

PRESENTER: Harry E. Fitzwater, Director of Training

PROGRESS TO DATE:

Over the last year, a systematic effort has been under way to improve student accountability for work in various non-skills courses of the Office of Training. This has required a critical examination of the courses and the methodology currently employed in order to determine the timing, location, and form of accountability. The practices adopted include study, research, tests, individual and group presentations, debates, problem situations, and case histories. The progress to date has been satisfactory.

MILESTONES:

Accountability objectives and accomplishments have been and continue to be under review. A full assessment of the impact on the recent Senior Seminar will be ready as part of the course report on the recently completed Seminar due by early December. The other courses have been examined, but the impact of the practices utilized must yet be made, particularly in the Midcareer Course, the current running of which will be completed on 15 December. By April, a paper-and-pencil assessment of the Management Seminar participants on key managerial criteria will be inaugurated.

Instructors are endeavoring to seek out and test accountability practices not previously used or fully applied; case studies, in particular, show promise.

Measurement of effectiveness of accountability practices is currently carried out by the course directors. We are planning to improve coordination and, where useful, standardization among the courses.

Systematic follow-up programs for measuring the course impact are under exploration. Up to this point, such programs have consisted of participation of former course attendees in staff critiques held approximately one year after attendance. A rapid periodic system is under study and, hopefully, will be applied by the target date of 31 March 1979.

As noted above, additional practices will be considered for all courses and nonproductive practices withdrawn or reduced as required.

AGENDA FOR DDCI GOALS MEETING

5 DECEMBER 1978

GOAL: Highlight to Congress Impact of FOIA on
National Security Interests - purpose is
to obtain legislative relief from the
burdens of the FOIA.

STATINTL

PRESENTER:

[REDACTED]
Assistant for Information to the DDA

PROGRESS TO DATE: The effect of FOIA on national security
interests and the administrative burdens
imposed by the FOIA have been brought to
the attention of a key staff member of the
SSCI. In addition, relief from the FOIA
has been made an objective of the Agency's
legislative program which has been sub-
mitted to the NSC for the Vice President's
Legislative Agenda Committee and OMB.
Meetings have been held with other intel-
ligence community components to plan and
coordinate appropriate strategy for
legislative relief.

MILESTONES:

On a target of opportunity basis, draw to
the attention of members of Congress the
effects of FOIA on national security and
the administrative burden resulting from
the FOIA.

Ensure that relief from the FOIA is a top
legislative priority of the administration.

In response to a request from HPSCI, sub-
mit by 1 December 1978 a report on the
effects of the FOIA on the intelligence
process.

Plan and coordinate with affected intelligence community entities specific language and strategy for obtaining relief from the FOIA.

Use the annual FOIA report to Congress on 1 March 1979 as one vehicle for pointing up the effects of the FOIA on national security and its administrative burdens.

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BRIEFING NOTES DDCI

GOAL #4 - More Efficient Support to Overseas ~~PIO~~ Installations.

Presenter - Mr. Thomas B. Yale, Director of Finance

Progress to date - Electronic Time & Attendance Reporting (ETAR) -
System implemented at seven (7) foreign

STATINTL

installations as of 19 November 1978. The

[REDACTED]

STATINTL

CLASS A Accounting System - Requirements, data elements, and reports have been defined. Actively participating on the working group of the DO project to place automated systems within field stations.

CLASS B Accounting System - Has been implemented within AF, EUR, and LA Division.

MILESTONES - Electronic Time & Attendance Reporting (ETAR) -

Gradual phase in is planned world wide with all installations on line by 22 April 1979.

CLASS A Accounting System - Implementation at three (3) foreign installations by end of FY 79.

CLASS B Accounting System - Implementation within NE and EA Division by end of calendar 1978.

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Agenda for DDCI Goals Meeting

5. GOAL : Component Personnel Management Evaluation

PRESENTER : Mr. Janney, Director of Personnel

PROGRESS TO DATE: ° The Annual Personnel Plan and Personnel Development Program report formats were specifically designed to (a) present the Career Service advance plans for accomplishment in primary areas of personnel planning and (b) to provide a basis for the evaluation of accomplishment of established goals.

The evaluation process, in the context of annual review of the Career Services APP and PDP submissions, has been functioning in the Agency for the past several years.

- ° The FY 1979 APP goal-setting exercise was completed by the Career Services and has been with the DDCI since late September 1978; only the promotion targets have been approved to date.
- ° The FY 1979 PDP is due for completion by the Career Services on 1 December 1978.
- ° New policy elements of the system of the Agency's Uniform Promotion System and the establishment of the Secretarial and Clerical Panels have been implemented by all of the Career Services; guidance to the Career Services has been provided by the OP/Personnel Management Evaluation Staff personnel and monitoring of these activities has begun.

MILESTONES : 1. FY 1979 APP Goals - Analysis was completed by OP/PMES in September 1978 and forwarded for DDCI review and approval.

2. FY 1979 PDP Goals - Career Service reports are due to OP on 1 December 1978. OP/PMES analysis and evaluation will be completed in February 1979.

3. FY 1979 APP, Part II (Evaluation of FY 1978 Goals) - Career Service reports are due in OP/PMES by 1 February 1979. Analysis and evaluation by OP/PMES to be completed by mid-March 1979.
4. Conduct of an Employee Attitudinal Survey regarding Effectiveness of Component Personnel Management Implementation - The attitudinal survey has been formatted by the OP/Plans Staff. The NAPA team has expressed an interest in reviewing the proposed survey. Decision on application of the survey currently pending.

AGENDA

DDCI GOAL MEETING

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1. Goal: To identify those actions required to ensure the survivability of the Agency's communications capability under any conditions.
2. Presenter: [REDACTED] Director of Communications.
3. Progress to Date: Bibliographies selected by profile from listings of the Office of Central Reference and the Defense Documentation Center were obtained. These were screened and a number of items were selected as appearing to be pertinent to this objective. Copies of those deemed pertinent have been requested and are being received, with over a dozen on hand to date. At first glance they appear to be pertinent to varying degrees to the overall network study or to portions thereof. A number of studies of which copies have been requested remain to be received.
4. Milestones:

	<u>Completion Date</u> :
1. Ascertain what reviews have been done of this type by other elements of the Agency, the government and private industry and obtain copies of those reviews.	December 1978
2. Complete a study of those reviews for their methodology and results and for the resources that were required. Retain the reviews for use in the study itself.	February 1979
3. Ascertain what methodology is most appropriate to an Agency review. This would include the type of group which should be employed, e.g., establishment of a staff, a task force, a working group or a contractual relationship.	March 1979
4. Determine what elements of the Office, Agency, government or private industry should participate in the review or should be consulted or coordinated with.	April 1979

C O N F I D E N T I A L

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Milestones: (continued)

Completion Date:

5. Determine what assets will be required for the review. This includes funds, personnel, contracts, et al.

May 1979

6. Develop a schedule, action plan and milestones for the review.

August 1979

7. Submit to management the plan for the review, including the conditions to be considered, the scope of the study, the time frame, and the resources required.

September 1979

C O N F I D E N T I A L

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CENTRAL INTELLIGENCE AGENCY
GOALS MANAGEMENT PROGRAM

OBJECTIVE NUMBER: 7 - OFFICE OF MEDICAL SERVICES

GOAL: To develop and implement an Agency Alcohol Program STATINTL

PRESENTER: Charles A. Bohrer, M.D.
Director of Medical Services

PROGRESS TO DATE: In June 1978, [REDACTED] entered on duty to formulate, implement and coordinate an Agency-wide Alcohol Program. Two basic objectives have been identified: Prevention and Rehabilitation. STATINTL [REDACTED] completed Agency induction training and has met with most all senior Agency officials.

MILESTONES: --Design Alcoholism Program Plans (completed November 1978)
--Submit Alcoholism Program Plan to DDA requesting funds to meet the requirement of the program (December 1978)
--Write Agency Alcohol Program procedures that are in concert with Agency Regulations (July 1979)

TITLE: Staff Employee Reinvestigation Program (RIP)

NUMBER: OS-24-79

GOAL: To increase production during FY 1979 in the staff reinvestigation program (RIP)

[REDACTED]

25X1A

PRESENTER: Robert W. Gambino, Director of Security

PROGRESS TO DATE: As of 30 November, [REDACTED] field investigations had already been conducted reflecting that we are exceeding our projections. Over [REDACTED] polygraph interviews were completed as of 30 November, slightly ahead of plan. Of great significance to this objective is our continuing desire to place the RIP program on a five-year cycle and the impossibility of fulfilling this desire without additional resources.

25X1A

25X1A

MILESTONES:	Complete	[REDACTED]	RIP field investigations	(31 Dec 78)
	Complete		RIP polygraph interviews	(31 Dec 78)
	Complete	[REDACTED]	RIP field investigations	(31 Mar 79)
	Complete		RIP polygraph interviews	(31 Mar 79)
	Complete	[REDACTED]	RIP field investigations	(30 Jun 79)
	Complete		RIP polygraph interviews	(30 Jun 79)
	Complete	[REDACTED]	RIP field investigations	(30 Sep 79)
	Complete		RIP polygraph interviews	(30 Sep 79)

25X1A

CENTRAL INTELLIGENCE AGENCY
GOALS MANAGEMENT PROGRAM

OBJECTIVE NUMBER: 9 - OFFICE OF MEDICAL SERVICES

GOAL: To produce a film on Hostage Survival that can be used both within and without the Agency to aid those who may become hostages during international travel.

PRESENTER: Charles A. Bohrer, M.D.
Director of Medical Services

PROGRESS TO DATE: Office of Training and Office of Logistics have prepared a draft proposal for producing the film. Draft is currently being reviewed by OL, OTR and OMS prior to OL submitting the proposal to three different commercial film producing firms.

MILESTONES: --Submit contract for bids to commercial firms (December 1978)
--Selection of a producer (January 1979)
--Determination of a final format with the producer (March 1979)
--Filming completed (August 1979)
--Final editing (October 1979)

100K

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AGENDA STATEMENT

GOAL:

To construct, conduct, and evaluate a four-week Advanced Military Operations Course for 20 students who have already had the Military Operations Training Course (or equivalent practical experience) and who require additional training as managers of clandestine intelligence collection units. There will be one running per year.

PRESENTER: Harry E. Fitzwater, Director of Training

PROGRESS TO DATE:

A team composed of officers from the Operations Training Division of the Office of Training (OTR) and officers from the Defense Intelligence Agency (DIA) has drafted a syllabus for the course, which has been submitted to DIA for its comments and/or endorsement. There has been no response as yet.

MILESTONES:

Assuming that endorsement for the proposal essentially as drafted is forthcoming by early December, a final working schedule will be given to DIA prior to the end of December. The next milestone will be the preparation of lesson plans, training aids, exercise plans, reading materials, etc., during the period January - May 1979. This will be followed by the running of the course in the June - July period. Following the running, its evaluation will occur in late July. August - September will see modifications in the course content being effected, as experience dictates.

ADDITIONAL CONSIDERATIONS:

Since the submission of OTR FY 1979 Objectives, the Defense Department has informally expressed a desire for an additional training program. The Deputy Director of DIA, [REDACTED] has asked OTR to take a four-week bloc of the 12-week course given by the Defense Intelligence [REDACTED] to outgoing Service attaches and expose the attaches to practical intelligence collection instruction at the [REDACTED]. OTR believes this request will be formalized in the immediate future and has told [REDACTED] that [REDACTED] is prepared to undertake such training.

ADMINISTRATIVE - INTERNAL USE ONLY

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These two additional training requirements in support of the military will require an amendment to the present agreement between CIA and the Defense Department, since there will be some increase in costs to both Defense and CIA entailed.

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ADMINISTRATIVE - INTERNAL USE ONLY

Agenda for DDCI Goals Meeting

GOAL:

Support the DDA goal of maximum utilization of personnel resources through a 12% increase in the number of classified document pages systematically reviewed for declassification in FY 1979.

STATINTL

PRESENTER:

[REDACTED] - Assistant for Information, DDA

PROGRESS TO DATE:

Though all of the CRG supervisors have, for the past two and one-half months, devoted almost full time to the development of classification guides required for the implementation of E.O. 12065, good progress has been made on this objective. The first action undertaken was the more selective assignment of review personnel to specific projects to achieve the best possible match-up between employee expertise and the type of material being reviewed. This appears to have had a positive impact on reviewer productivity though the 67% increase in the number of pages that have been reviewed during the first reporting period is considered to be statistically insignificant. The reason for making such a statement is that the time period involved was not considered to have been long enough to average out the great time fluctuations that will occur in reviewing a truly representative selection of Agency materials.

MILESTONES:

The major activity scheduled for the next reporting period is to identify and analyze all clerical functions now performed by the reviewers as a part of their current review procedures in order to determine which can be eliminated, simplified or transferred to clerical personnel. The objective here will be to eliminate as many "non-reviewing" functions as possible thus allowing reviewers to spend more time on their primary function.

This analysis is scheduled to start on 2 January with a targeted completion date of 15 March 1979.

GOAL: Progress towards implementing the changes in
CIA Personnel Management policies and procedures.

STATINTL

PRESENTER: [REDACTED]
Career Management Officer, DDA

PROGRESS TO
DATE: Implementation of all aspects of the Uniform
Promotion System has been achieved. The
Independent Review Panel (concerning Directorate
level review of the lower three percent) has
been established. The mechanism centralizing
career management of secretarial personnel GS-08
and above has been established. Sub-group
panels and procedures for career management of
all other clerical personnel have been reviewed
to ensure equitable treatment for all.

MILESTONES: On-going action regarding changes in the CIA
personnel management policies include:

- a. Finalizing the Inter-Directorate rotational
program.
- b. Support to the NAPA team surveying Agency
personnel practices.
- c. Continuing dialogue on subjects discussed
at [REDACTED] retreat in an effort to develop
greater uniformity.

STATINTL

- 1. Balancing employee and career service
needs in making assessments.
- 2. Continue to redesign the Performance
Appraisal Report.
- 3. Develop greater incentives for Rotational
assignment.
- 4. Continue to develop criteria which
addresses Panel composition and size of
groups handled by panels.
- 5. Review the Agency-wide Vacancy Notice
System to expand use and increase
objectivity.

78-6245/4

28 NOV 1978

78-6245/4

MEMORANDUM FOR: Deputy Director for Science and Technology
Deputy Director for National Foreign Assessment
Deputy Director for Operations
Comptroller

FROM: Deputy Director of Central Intelligence

SUBJECT: DDA Goals Meeting

You or your principal deputy are invited to attend the DDA Goals meeting on Tuesday, 5 December, 1000-1130 hours in the DCI Conference Room.

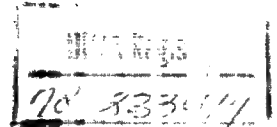
Since DDA serves in a support mode to the three Directorates, I think it is appropriate for you to attend the DDA Goals meeting and participate in the discussions from your point of view. Of particular interest will be the DDA goals discussion on information handling, training accountability and support of overseas installations.


In the goals discussions during the next quarter, I plan to invite the four Directorates to participate in each other's goals discussions to obtain the broadest possible input and viewpoints on agency-wide management issues.

Frank C. Carlucci

cc: DDA

STATINTL



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Att: DDA 78-2334/7			
Remarks:			
<p><i>An excellent idea</i></p> 			
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STATINTL

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CIA GOALS MANAGEMENT PROGRAM IN THE DDA

FY 1979

I. Continuing Goals (Proposed at the DCI's June Retreat)

1-79	Information Handling Strategy	O/DDA
2-79	Training Accountability	OTR
3-79	Highlight to Congress Impact of FOIA on National Security Interests	AI/DDA
4-79	More Efficient Support to Overseas DDO Installations	SSA/DDA
5-79	Component Personnel Management Evaluation	OP

II. New Goals (Proposed at September Retreat;
Also Objectives in the Directorate's FY 1979
MBO Program)

6-79	Communications Network Survivability Review (MBO OC-15-79)	OC
7-79	Agency Alcohol Program (MBO OMS-18-79)	OMS
8-79	Security Reinvestigation Program (MBO OS-24-79)	OS
9-79	Hostage Survival Film (MBO OMS-20-79)	OMS
10-79	Advanced (Senior) Military Operations Training Course (MBO OTR-45-79)	OTR
11-79	Classification Review Group Efficiency Improvement (MBO ISAS-26-79)	AI/DDA

III. Additional Goal

Progress Towards Implementing the
Changes in CIA Personnel Management
Policies and Procedures

SUMMARY

PROPOSED FY 1979 GOALS

CONTINUING GOALS

- 1-79 Information Handling Strategy (O/DDA)
To develop a comprehensive information handling strategy for the Agency's ADP, communications, records management, and word processing activities.
status: proposal stage
- 2-79 Training Accountability (OTR)
To increase the degree of accountability on the part of students attending both the orientation and the developmental courses of OTR.
status: action plan
- 3-79 Highlight to Congress Impact of FOIA on National Security Interests (AI/DDA)
To continue to identify and use every possible opportunity to draw to the attention of members of Congress, particularly the two oversight committees, instances where FOIA requests have been detrimental to the national security interests of the country.
status: survey report
- 4-79 More Efficient Support to Overseas DDO Installations (SSA/DDA)
To continue, in connection with the Directorate of Operations, DDA-instituted analysis as to whether more efficient and less labor-intensive means can be discovered to support DDO overseas installations.
status: ETAR, class A and B Accounting

CONTINUING GOALS (Con't)

- 5-79 Component Personnel Management Evaluation (OP)
To create and make operational a new personnel monitoring unit within the Office of Personnel which will conduct audits in the operating components to ensure that they are adhering to the personnel management policies of the Agency and that their procedures are properly adapted to reflect changes in those personnel policies.
status: monitoring unit in being

NEW GOALS

- 6-79 Communications Network Survivability Review (OC)
To develop a plan to review the survivability/vulnerability of the Agency's communications facilities, systems, and circuits, both overseas and domestic, and identify those actions which are necessary to ensure the availability, under any conditions, of a communications capability to support Agency and other user requirements at a level acceptable to the users.
status: action plan
- 7-79 Agency Alcohol Program (OMS)
To initiate, conduct, and coordinate an ongoing Agency alcohol program through use of a multi-faceted approach: medical, educational, and supervisory. The program will encompass elements for prevention, early case findings, and effective treatment.
status: Director aboard, action plan

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NEW GOALS (Con't)

- 9-79 Hostage Survival Film (OMS)
To produce a film on hostage survival that can be shown both inside and outside the Agency to individuals who could become hostages during international terrorist incidents.
status: action plan
- 10-79 Advanced Military Operations Training Course (OTR)
To develop, conduct, and evaluate a new training program for experienced military intelligence managers and staff officers--a training course called Advanced Military Operations Training Course.
status: action plan
- 11-79 Classification Review Group Efficiency Improvement (AI/DDA)
To increase by 12 percent during FY 1979 the number of classified document pages systematically reviewed for declassification by the Classification Review Group of the Information Systems Analysis Staff.
status: action plan

ADDITIONAL GOAL

Progress towards implementing the changes in CIA Personnel Management policies and procedures (CMB)
status: MBO reporting system

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48-4229/23



19 October 1978

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Operations
Deputy Director for National Foreign Assessment
Deputy Director for Science and Technology
General Counsel
Legislative Counsel
Comptroller
Inspector General
Director, Public Affairs
Director, EEO

FROM: Deputy Director of Central Intelligence

SUBJECT: CIA Goals Meetings STATINTL

As you know, the DCI decided at our [redacted] retreat to continue our CIA Goals discussion in more depth in a series of quarterly meetings. I have met with DDS&T on 17 October and would like to use that meeting as a general model for the remainder of this quarter. Attached is the DDS&T format for the agenda which I would like to use for your meetings. Your office/division chiefs are also invited to participate.

In addition, I would like each of you to add one additional goal for discussion at your meeting: progress towards implementing the changes in CIA Personnel Management policies and procedures. Following is the schedule for meetings for this quarter:

9 November 1978 -- NFAC -- 1030-1200
21 November 1978 -- DDO -- 1000-1130
5 December 1978 -- DDA -- 1000-1130
14 December 1978 -- Public Affairs -- 1000-1100

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- 2 -

Other staff offices will be scheduled as necessary and appropriate. [REDACTED] will discuss further details with you before your scheduled meeting.

[REDACTED]

Frank C. Carlucci

STATINTL
STATINTL

cc: DCI
Attachment:
Suggested Agenda Format

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<i>Will you please get together on this to develop our scenario for 5 Dec T.H.</i>			
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DD/A Registry
File

DDA 78-2334/3

22 September 1978

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25 SEP
1978

MEMORANDUM FOR: Chief, Management & Assessment Staff

FROM: John F. Blake
Deputy Director for Administration

Helen:

I will take our "goal package" and stack it up against anything anybody else submits. It is a first-class job and I thank you.

John F. Blake

John F. Blake

DDA:JFBlake:kmg (22 Sep 78)

Distribution:

Orig - Adse

~~1~~ - DDA Subj

1 - DDA Chrono

1 - JFB Chrono

(Ref: Att to DDA 78-2334/2)

DDA Registry

File 04M

DDA 78-2334/6

19 October 1978

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Special Support Assistant/DDA
Assistant for Information/DDA

STATINTL

FROM: John F. Blake
Deputy Director for Administration

SUBJECT: CIA Goals Management Program in the DDA

1. The DCI and DDCI are embarking on a Goals Management Program--a management technique that bears many similarities to a Management by Objectives program. At the DCI's [REDACTED] Retreat of 30 September with the Heads of the Directorates and the Independent Offices, the agenda reserved time to review the goals proposed by each of these senior managers.

2. At this early stage of organization, it appears that development of a highly structured, formalized program is not intended. Rather there is an effort to establish a relatively simple program--one that emphasizes the one-on-one contact between the DCI/DDCI and the senior manager and one that seeks to restrict staff participation and "paper" to a minimum. For example, instructions for preparation of the goals statements for review at the 30 September Retreat were limited to a request for a progress report on previously identified goals and for "a listing of key activities and milestones necessary for achieving your goals."

3. This memorandum, in addition to describing the Goals Management Program and action to date, is written for the purposes of establishing Directorate guidelines for this Program and of assigning responsibility for monitoring and reporting on each of the goals. Please keep in mind that in absence of a formally established Agency Goals Management Program, we must be prepared to respond, perhaps at very short notice, to requests for status or other information reports.

4. Listed below are the goals of this Directorate and the staff or office having primary monitoring and reporting responsibilities within the Directorate. Those goals identified as "Continuing" (1-79 through 5-79) were proposed at the DCI's June Retreat. "New" (6-79 through 11-79) were additionally proposed at the September Retreat. The responsible staff/office is listed in the right-hand column.

Continuing Goals

1-79	Information Handling Strategy	O/DDA
2-79	Training Accountability	OTR
3-79	Highlight to Congress Impact of FOIA on National Security Interests	AI/DDA
4-79	More Efficient Support to Overseas DDO Installations	SSA/DDA
5-79	Component Personnel Management Evaluation	OP

New Goals (Note: These goals are also objectives in the Directorate's FY 1979 MBO Program.)

6-79	Communications Network Survivability Review (MBO OC-15-79)	OC
7-79	Agency Alcohol Program (MBO OMS-18-79)	OMS
8-79	Security Reinvestigation Program (MBO OS-24-79)	OS
9-79	Hostage Survival Film (MBO OMS-20-79)	OMS
10-79	Advanced (Senior) Military Operations Training Course (MBO OTR-45-79)	OTR
11-79	Classification Review Group Efficiency Improvement (MBO ISAS-26-79)	AI/DDA

5. Attached is a summary listing with a brief explanatory note of the Directorate Goals for FY 1979. In addition, there is attached for the information of the appropriate responsible officer a copy of the material prepared on each goal for use at the September Retreat.

STATINTL

6. The limited time available at the [REDACTED] September Retreat did not permit an in-depth discussion of all goals proposed by each of the ten component heads (i.e. DDA, DDO, NFAC, DDS&T, Compt, IG, GC, LC, EEO, and PA). Therefore, the DDCI will hold in the near future individual meetings with each of the senior managers to discuss his goals and progress to date

7. In preparation for this forthcoming meeting, we plan to use, in addition to the material gathered for use at the September Retreat, the initial action plans submitted and discussed at the currently held October Management Conferences on the FY 1979 objectives that are also New Goals (6-79 through 11-79). With respect to the Continuing Goals (1-79 through 5-79), it is requested that the responsible office review the material attached and forward an update if appropriate.

8. It is our understanding that the DCI/DDCI plan to hold quarterly meetings on the Goals Management Program. This Directorate will rely to the greatest extent possible on use of material prepared as part of the Directorate MBO Management Conferences. Only where deviations dictated by requirements of the Goals Management Program will additional information be asked of the responsible office. Where a goal is not part of the Directorate's MBO program, the responsible office will be asked to prepare status or other information in an appropriate format.

STATINTL

[REDACTED]
John F. Blake

Atts:
As stated

cc: DDCI w/DDA Proposed FY'79 Goals

STATINTL

C/M&AS: [REDACTED] kmg (19 Oct 78)

Distribution:

- Orig - D/CO w/DDA Proposed FY'79 Goals plus Goal 6-79
- 1 - D/ODP w/DDA Proposed FY'79 Goals
- 1 - D/OF w/DDA Proposed FY'79 Goals
- 1 - D/OL w/DDA Proposed FY'79 Goals
- 1 - D/MS w/DDA Proposed FY'79 Goals plus Goals 7-79 and 9-79
- 1 - D/Pers w/DDA Proposed FY'79 Goals plus Goal 5-79
- 1 - D/Sec w/DDA Proposed FY'79 Goals plus Goal 8-79
- 1 - DTR w/DDA Proposed FY'79 Goals plus Goals 2-79 and 10-79
- 1 - SSA/DDA w/DDA Proposed FY'79 Goals plus Goal 4-79
- 1 - AI/DDA w/DDA Proposed FY'79 Goals plus Goals 3-79 and 11-79
- 1 - C/M&AS w/cys of all atts
- 1 - DDA Subj w/cys of all atts
- 1 - DDA Chrono
- 1 - JFB Chrono
- 1 - ER w/DDA Proposed FY'79 Goals

DIRECTORATE OF ADMINISTRATION

FY 1979 GOALS
PROPOSED

CONTINUING GOALS

1-79 Information Handling Strategy

To develop a comprehensive information handling strategy for the Agency's ADP, communications, records management and word processing activities.

2-79 Training Accountability

To increase the degree of accountability on the part of students attending both the orientation and the developmental courses of OTR.

3-79 Highlight to Congress Impact of FOIA on National Security Interests

To continue to identify and use every possible opportunity to draw to the attention of members of Congress, particularly the two oversight committees, instances where FOIA requests have been detrimental to the national security interests of the country.

4-79 More Efficient Support to Overseas DDO Installations

To continue, in connection with the Directorate of Operations, DDA-instituted analysis as to whether more efficient and less labor-intensive means can be discovered to support DDO overseas installations.

5-79 Component Personnel Management Evaluation

To create and make operational a new personnel monitoring unit within the Office of Personnel which will conduct audits in the operating components to ensure that they are adhering to the personnel management policies of the Agency and that their procedures are properly adapted to reflect changes in those personnel policies.

NEW GOALS

6-79 Communications Network Survivability Review

To develop a plan to review the survivability/vulnerability of the Agency's communications facilities, systems, and circuits, both overseas and domestic, and identify those actions which are necessary to ensure the availability, under any conditions, of a communications capability to support Agency and other user requirements at a level acceptable to the users.

7-79 Agency Alcohol Program

To initiate, conduct, and coordinate an ongoing Agency alcohol program through use of a multi-faceted approach: medical, educational, and supervisory. The program will encompass elements for prevention, early case findings, and effective treatment.

8-79 Security Reinvestigation Program

To increase production during FY 1979 in the staff reinvestigation program by completing 2300 field reinvestigations and 2000 reinvestigation polygraph interviews.

9-79 Hostage Survival Film

To produce a film on hostage survival that can be shown both inside and outside the Agency to individuals who could become hostages during international terrorist incidents.

10-79 Senior Military Operations Training Course

To develop, conduct, and evaluate a new training program for experienced military intelligence managers and staff officers--a training course called Senior Military Operations Training Course.

11-79 Classification Review Group Efficiency Improvement

To increase by 12 percent during FY 1979 the number of classified document pages systematically reviewed for declassification by the Classification Review Group of the Information Systems Analysis Staff.

Statement of the Goal:

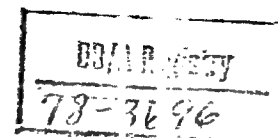
GOAL 2: Training Accountability

Increase the degree of accountability on the part of students attending both the orientation and the developmental courses of the Office of Training, i.e., Senior Seminar, Midcareer Course, Advanced Intelligence Seminar, and Management Seminar. Over and above the accountability procedures now in existence, consideration will be given to:

- a. A narrative evaluation by course instructors or coordinators addressing itself to the student's participation in class exercises, qualitative judgment of individual presentations, interest shown in questioning speakers, and participating in seminars, etc.
- b. Establish several seminar periods for discussion on assigned readings to allow judgments to be made on accomplishment of readings.
- c. Possibility of peer evaluations.
- d. Instructor evaluations on background suitability of student to attend course.

Status Report:

See attached report by Director of Training dated 20 September 1978.



OTR 78-8607

SEP 1973

MEMORANDUM FOR: Deputy Director for Administration
ATTENTION: Chief, Management and Assessment Staff
FROM: Harry E. Fitzwater
Director of Training
SUBJECT: Status Report on Accountability Practices
in Office of Training Courses

This memorandum is in response to your request for a status report on accountability procedures in Office of Training (OTR) courses. Listed below are practices now in use or being developed in six key programs. In all OTR courses, including these six, end-of-course evaluations are submitted by each student.

A. CIA Senior Seminar (9 weeks, 20 students,
twice a year)

In a separate memorandum to you, responding to comments from the DDA Careerists in Senior Seminar 13, I have outlined in detail the actions which have already been undertaken in regard to this course. These include the following which are being incorporated into Senior Seminar 14:

1. Preparation of precourse case studies on a managerial problem from the individual's own experience is required. Selected case studies will be discussed during the first week.
2. Assignment of precourse readings, identification of specific readings for particular presentations, and increased class discussion of outside readings has been introduced.
3. Discussion of issues during the final week now consists of presentations of team research projects. Results and conclusions will be written. This should result in the strengthening of these presentations as well as resulting in a more meaningful learning experience.

SUBJECT: Status Report on Accountability Practices in
Office of Training Courses

4. There is a continuing requirement that each member make a formal presentation of one to one and a half hours on his current assignment or an Agency experience of general interest.

5. Each student writes a statement (Letter) indicating what he/she got out of the course, what he/she contributed to the course (beyond the individual presentation), how the course changed his/her perceptions of the Agency and the Intelligence Community, and how the course has contributed to the attainment of his/her career goals. The statement is sent via the Director of Training to the appropriate Senior Training Officer who relays it to the student's supervisor.

B. Midcareer Course (5 weeks, 31 students,
five times a year)

1. The first day "Obstacles" exercise is designed to have the class, in small groups, identify perceived obstacles to their career development and propose means of coping with them. The results of each group's discussions are presented to the class as a whole.

2. Required reading is specified on a daily basis and is keyed to presentations.

3. Each student gives a 45-minute presentation before the class on some facet of his/her work. These are spaced throughout the course.

4. Each student writes a statement (Letter) indicating what he/she got out of the course, what he/she contributed to the course (beyond the individual presentation), how the course changed his/her perceptions of the Agency and the Intelligence Community, and how the course has contributed to the attainment of his/her career goals. The statement is sent via the Director of Training to the appropriate Senior Training Officer who relays it to the student's supervisor.

SUBJECT: Status Report on Accountability Practices
in Office of Training Courses

5. In the final week of the course, students from the same Directorate form a panel to deal with any remaining questions about that Directorate the rest of the class may have.

6. In the next running of the course, members will participate in five one-hour discussion periods to address points made in lectures and readings during the week. The class will, in addition, provide written responses to questions posed on these subjects.

7. In this running, students also will take part in a management game dealing either with managerial influence or identification of leadership traits.

8. Future plans include more use of student resources in presenting classroom overviews of their home offices. These talks will precede the evening appearances of office directors.

C. Advanced Intelligence Seminar (AIS)
(2 1/2 weeks, 25 students,
four times a year)

In the Advanced Intelligence Seminar, accountability consists of assigning, to the extent permitted by the very restricted time frame, readings keyed to substantive presentations. At the conclusion of each of the three phases of the course, a class discussion is held in which members are asked to examine, criticize, and expand on the topics covered and the applicability to the intelligence mission.

D. Introduction to CIA (ITCIA)
(2 weeks, 40 students,
seven times a year)

Pre- and post-course tests are given based on questions submitted by the speakers. Speakers are asked to indicate what key fact(s) they wanted remembered. Speakers are also asked what attitude, focus, or interest they wanted the student to develop toward

SUBJECT: Status Report on Accountability Practices
in Office of Training Courses

the subject of his talk. The speaker's response is then used as the subject for class discussions. Examples of the latter: Agency collection efforts, management concerns, relationship to employees, intelligence, and processing efforts.

E. The Management Seminar
(2 weeks, 20 students
six times a year)

1. Each participant coming to the Management Seminar is asked to prepare a written case covering a significant management problem within his assigned office. These cases are subsequently reviewed by the instructors and students to determine which are the most pertinent and relevant for further discussion. During this review, cases covering similar situations are combined into a single discussion topic. Although a major benefit is derived from a class review of the case along with creative solutions which may assist the manager with the problem, there is also a significant side benefit for all others participating in the discussion and problem solving.

2. Another requirement is that class participants are divided, by Directorate affiliation, for team presentations on Directorate activities. The Directorate presentations cover the goals and missions of the Directorates, the resources available to accomplish the objectives, as well as what each Directorate does that might have a bearing on the objectives of other Agency offices. A question-and-answer session is set aside that affords the class members the opportunity to question Directorate speakers/class participants about their activities and how they may impact on other Agency activities.

3. Near the end of the course, the class develops a list of Agency management concerns. This process involves the individuals working up lists of concerns, which are further developed and refined as a team activity involving discussion

SUBJECT: Status Report on Accountability Practices
in Office of Training Courses

and consolidation of each group's concerns. When the teams regroup they are tasked with reviewing all four team lists to arrive at a class consensus of management concerns.

4. Throughout the course there are requirements for participation in role plays.

5. To recap, several tools are now being used in the Seminar to insure participation of all students, and to enable the instructors to judge if each student will return to his/her office with an increased awareness of his role as an individual and as a manager. The students leave the course with a greater appreciation of theoretical management concepts as well as an increased appreciation of the Agency's management principles, procedures, and systems.

F. Program on Creative Management (POCM)
(5 1/2 days, 12 students
six times a year)

1. In the Program on Creative Management, a number of paper and pencil measures provide the student with information regarding his/her level of knowledge or perceptions before the Program and at the end. Additionally, because we are concerned about how student learning would impact on "on-the-job" performance, students are asked to set and plan a career-related goal on the last day of the course. We plan a one-year follow-up with each student to determine if they have accomplished this goal or are making satisfactory progress. This follow-up will also examine their utilization of other course concepts. It is felt that this combined information will provide the Management School staff and the student participants with information regarding the impact of the course on his/her performance. We examined the results of our precourse and postcourse questionnaires from the Programs IV and V and found that in each group, statistically significant gains were made in student effectiveness.

SUBJECT: Status Report on Accountability Practices
in Office of Training Courses

2. The Program is experiential and requires constant participation in exercises and role-playing. The measures and questions asked of students constantly test their understanding throughout the Program. Small class size (12) adds substantially to student participation.

3. Peer feedback is an integral part of the Program, and is structured in as a formal part of the curriculum. While it does not result in a specific numerical evaluation, the students give each other feedback on specific, observed behaviors perceived as effective and ineffective.



STATINTL

Harry E. Fitzwater

Statement of the Goal:

GOAL 3: Highlight to Congress Impact of FOIA on National Security Interests

To continue to identify and use every possible opportunity to draw to the attention of members of Congress, particularly our two oversight committees, instances where FOIA requests have been detrimental to the national security interests of the country; to continue to impress upon the Congress the administrative expense incurred by this Agency by virtue of FOIA and the Privacy Act; to encourage the authorship by an appropriate officer of an article concerning the threat of FOIA to the intelligence function for publication in "Studies in Intelligence."

Progress as of September 1978

There have been no opportunities for direct communication with members of Congress on the subject of the impact of FOIA requests on the national security interests of the U.S. There has, however, been considerable discussion within the Agency about the FOIA and about ways it might be amended in order to lessen its negative impact on the CIA. The Working Group of the Information Review Committee (IRC) at the request of the Office of Legislative Counsel (OLC) has been collecting specific information from its membership on which to base formal proposals through the Office of Management and Budget (OMB) for the amendment of the Act. This process is ongoing and the matter was once again discussed at the IRC Working Group meeting of 21 September. The information collected is being summarized for use by OLC.

One opportunity to get our story before Congress came somewhat fortuitously in the form of questions put to the DDA when he spoke before the American Legion Convention in August. As a result of the information which he provided in response to questions from his audience, the Legion passed Resolution 521 on the subject "The CIA and Foreign Policy." The resolution noted that even foreign nationals have access to CIA information through the FOIA, that the cost to the CIA budget is an estimated [REDACTED] annually, and that much of the information available under the Act "brings aid and comfort to

GOAL 3 (Con't)

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potential enemies." The Legion resolved, therefore, to urge Congress to amend the Act "to enable the CIA to best serve the foreign policy interests of the U.S." and "that all sensitive information and data which could damage the national interests of the U.S. be withheld in order to further the objectives and purposes of U.S. foreign policies." This resolution appears in the Foreign Relations Report to the 60th National Convention, and we are confident that the Legion is bringing this report to the attention of Congress.

We have not yet undertaken any action to accomplish the last item in the goal having to do with an article to be published in Studies in Intelligence. We are giving this aspect of the goal early priority. We will continue to collect information which can be included in our annual reports on FOIA and the Privacy Act, reports which will be submitted in this next period. If the OMB accepts, in one form or another, the legislative assumption which is present in our 1980 budget submission, we rely upon the work already done by the IRC Working Group and OLC to submit, in conjunction with the 1980 Congressional budget, legislative proposals leading to relief from the demands of the FOIA. Through the IRC Working Group and the IRC, we will also explore ways in which we might take fuller advantage of the exemptions under the Privacy Act which are available to CIA but which were not adopted by the then DCI.

Opinions differ but it seems likely that in some form or another the demands of the FOI and Privacy Acts will be with us for a long time. Until we are successful in getting the kind of relief which we need to protect the Nation's interests, we will continue to employ various means to convince Congress that some action is necessary.

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Statement of the Goal:

GOAL 4: More Efficient Support to Overseas DDO Installations

To continue, in connection with the Directorate of Operations, DDA-instituted analysis as to whether more efficient and less labor-intensive means can be discovered to support DDO overseas installations.

Progress as of September 1978

During this period there has been a continuing effort on the part of ODP, OF, Commo, and SSA-DDA and other components to develop more efficient administrative procedures for use at overseas stations. Specific accomplishments were:

1. The Directorate has designed and is currently testing in the field a new procedure for field reporting of time and attendance information. The new system, Electronic Time and Attendance Reporting (ETAR) would transmit T&A information via our communications facilities directly into the headquarters payroll computer data base. The system will reduce workload and result in more timely payment of overtime and other types of premium pay for field personnel. It should also significantly reduce security considerations related to sending the T&A's in hard copy to each station each pay period.
2. OF and ODP have designed and implemented a computer assisted procedure for processing Class B Financial Accountings at headquarters. The system enables the division to input the financial data from the accounting into headquarters data bases on a more timely basis, and reports forwarded to the field will contain more timely information. It also facilitates review by the Area Division B&F personnel.
3. OF has designed, and expects to implement in the near future, a computer assisted Class A Accounting System for use in the field. The new system should significantly reduce the time required to maintain the various ledgers/accounts associated with Class A Accounting. This reduction will enable the

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finance personnel to render more service to the components they are supporting.

STATINTL 4. The Associate DDA chaired a seminar, with representatives from all components with overseas facilities, to discuss some of the major problems and issues associated with overseas administration. One result of the seminar was the consolidation of the various support units [REDACTED]

STATINTL [REDACTED]. By concentrating our professional support personnel in one component, rather than having segments dedicated to different components, the same number of officers can offer a broader base of support. We are also enlarging the training courses which have been given to the operational support assistants at the overseas posts. (Operational support assistants are clerical personnel who have been trained to provide administrative services as well as operational support such as management of photo labs, etc.)

Directorate of Administration

Statement of the Goal:

GOAL 5: Component Personnel Management Evaluation

To create and make operational a new personnel monitoring unit within the Office of Personnel which will conduct audits in the operating components to ensure that they are adhering to the personnel management policies of the Agency and that their procedures are properly adapted to reflect changes in those personnel policies.

Status Report:

See attached report by Director of Personnel dated 20 September 1978.

20 September 1978

MEMORANDUM FOR: Deputy Director for Administration
FROM : F. W. M. Janney
Director of Personnel
SUBJECT : Personnel Management Evaluation Program

1. This is in response to your request for a status report on the establishment of an expanded Personnel Management Evaluation Program.

2. Attached is a summarization of actions taken to date as regards the program.

STATINTL


F. W. M. Janney

Attachments

Distribution:

Orig & 1 - Adse
2 - D/Pers
1 - OP/P&C

OP/P&C/ cmc (20 Sep 78)

STATINTL

ADMINISTRATIVE - INTERNAL USE ONLY

ESTABLISHMENT OF A MORE COMPREHENSIVE AGENCY
PERSONNEL MANAGEMENT MONITORING AND EVALUATION SYSTEM

Reference: Memo for DDCI for D/Pers dtd 20 Apr 78, subject: Need
for a Cross-Cutting Management Tool to Monitor Agency-
wide Personnel Practices and Procedures

1. BACKGROUND

The approval by the DDCI of the recommendations contained in referenced memorandum (Tab A) provided the basis for the establishment of an expanded and more formalized Agency Personnel Management and Evaluation Program; fixing responsibility and authority with the Office of Personnel for the development and implementation of the PME program; and the authorization to establish a discrete staff organization (five positions) to carry out the functions of the evaluation program.

2. STATUS OF ACTION

A. Establishment of the Office of Personnel, Personnel
Management Evaluation Staff:

A Personnel Management Evaluation Staff has been established on the Office of Personnel's staffing complement. The position structure is as follows:

Personnel Officer (Chief)	GS-16*
Personnel Officer	GS-14
Personnel Officer	GS-13
Personnel Officer	GS-13
Secretary-Steno	GS-07

*Supergrade level subject to approval by the DDCI.

B. Mission and Functions of the Personnel Management
Staff: (See Tab B)

C. Program Implementation:

1. Development of Concepts

The concepts and processes of the PME have been developed. (See Tab C)

2. Implementation

Office space for the PME Staff has been identified at Ames Building but is presently occupied. Present tenants will be moved to other office space in approximately 90 days.

The Chief of the PME Staff has been named and has commenced monitoring and providing guidance to the Career Services and Subgroups in their implementation of the several new DCI policy initiatives in the personnel management area (e.g., establishment of annual promotion targets, establishment of formalized secretarial and clerical career panels, etc.).

Candidates for the other positions on the staff are currently being selected and are expected to be available for duty at such a time as the PME office space is available for occupancy.

20 APR 1978

Executive Registry

28-8542

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA : Deputy Director for Administration

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Need for a Cross-Cutting Management Tool
to Monitor Agency-Wide Personnel
Practices and Procedures

1. Action Requested: Approval of the institution of a more comprehensive Agency Personnel Management Monitoring and Evaluation System. Specific recommendations are contained in paragraph 3.

2. Background:

a. For 25 years the Agency maintained an essentially decentralized personnel management system with responsibility and accountability for personnel management vested with heads of some 23 career services. In 1973 the Director asked the Office of Personnel to undertake a comprehensive review of the many different personnel policies and procedures which were then in use in the various career services. An inter-Directorate Personnel Approaches Study Group (PASG), with the Director of Personnel as Chairman, spent some four months on a concentrated review and found that a highly questionable degree of disparity in policies and procedures, all unpublished, was resulting in widespread confusion and a strong perception among employees of comparative unfairness in promotions, assignments, and selection for training. PASG developed a series of recommendations based on the principles of maximum Agency-wide uniformity with sufficient flexibility to take care of the problems unique to each Directorate and the E Career Service; of complete openness between management and the employee as to the personnel policies and procedures in use; of centralized responsibility with the heads of the career services (the Deputy Directors and Head, E Career Service) to assure the proper execution of published tenets.

b. Also in 1973, the Executive Director-Comptroller instituted a top management post-audit concept for personnel management based on an Annual Personnel Plan and a Personnel Development Program. These would provide an audit trail in personnel management by which the DCI could be assured that his managers were effectively planning and sufficiently preparing for future personnel exigencies.

STATINTL c. In the past several months personnel policy of the Agency and the Operations Directorate in particular has been carefully reexamined. The DCI and the DDCI have concluded that greater uniformity within the Agency is indicated, and to this end the DDCI published a notice to the Deputies and the Head of the E Career Service on "Uniform Promotion System" dated 7 April 1978. This calls for: (1) minimum targets for annual promotion of qualified employees by grade and career service; (2) aggressive application of the "three per cent regulation" (HR [REDACTED]); (3) the establishment of independent panels to review each "three per cent" case; (4) further guidance on developing new and using current precepts for promotion consideration; (5) assuring the integrity of recommendations from the evaluation boards and panels; (6) a uniform promotion schedule in the Agency for each grade with published promotion lists.

d. In addition, other concepts leading to greater uniformity and a single Agency concept are under examination, such as: (1) the identification of specific positions in each Directorate for career-enhancing cross-Directorate rotation (perhaps 30 for FY 1970); (2) giving additional value for inter-Directorate service when determining the selection of those employees recommended for promotion to GS-16 and above; (3) the adequacy of the dual-track system of promotion for managers and specialists; (4) review and improvement of the Agency's fitness report and general employee assessment procedures.

779 e. The DDCI has already issued other directives on: (1) selection, Agency-wide, for management training and senior officer schools; (2) establishment of career panels for clerical and secretarial personnel; (3) DDCI review of the Directorate and E Service FY 1978 PDP's.

f. The DDCI feels the need for a specific point of responsibility in monitoring across component lines the progress towards these enunciated policies and procedures and directs the Office of Personnel, in keeping with its mission, to establish a responsive unit.

3. Recommendations: That the Office of Personnel:

(a) establish a monitoring unit to measure and impel progress towards the achievement of the uniform personnel directives as issued; and


(b) establish a new staff element (initially four professionals and one clerical) as the Personnel Management Evaluation Staff in the Office of Personnel to engage in fact-finding, evaluation, sampling, data analysis, reporting, recommendations for action on uniform personnel policies and procedures as established, and identify further areas susceptible to improvement.


F. W. M. Janney

STATINTL

I (☒) concur () non-concur in the recommendations contained in paragraph 3:

STATINTL


Deputy Director
for
Administration


24 April '78
Date

The recommendations contained in paragraph 3 are:

STATINTL

(☒) APPROVED

() DISAPPROVED


Deputy Director
of
Central Intelligence

26 APR 1978
Date

3

PERSONNEL MANAGEMENT EVALUATION STAFF
MISSION, FUNCTIONS AND AUTHORITIES

I. Mission

Develop and execute Personnel Management Evaluation Plans designed to monitor and evaluate the effectiveness of personnel management within the Agency as regards achievement of Agency personnel and career management objectives; assurance that delegated personnel authorities are being properly carried out and in adherence with Agency policy directives; legal requirements; and in accord with policies and procedures as established by the Career Services and their Sub-groups.

II. Functions

A. Develop methodologies and techniques (such as on-site audits, employee surveys, periodic reports by operating component officials) as appropriate to provide the most effective approach to monitoring and evaluating the implementation of specific aspects of the Agency's personnel and career management system.

B. Conduct Personnel Management Evaluation surveys of personnel management as carried out by organizational entities and officials delegated such responsibility and authority.

C. Provide guidance, advice and assistance to component and Career Service management in improving the effectiveness of personnel and career management.

D. Prepare Reports of Evaluation and prepare recommendations for action on basis of findings developed in such surveys and submit them to Agency top management.

III. Authorities

A. Internal

STATINTL

1. HR [REDACTED]

2. DDCI memorandum dated 20 April 1978

B. External

Presidential memorandum dated 9 October 1969 which directed that Department and Agency Heads establish systems to review periodically the effectiveness of personnel management within their organizations. This Presidential memorandum also assigned the Civil Service Commission with the responsibility and authority to establish Government-wide standards for adequate evaluation systems. The Commission guidelines regarding requirements for internal agency evaluation of personnel management effectiveness and minimum requirements for Agency internal evaluation systems are contained in the Federal Personnel Manual, Chapter 250.

The Evaluation Processes

There are four essential activities in carrying out an evaluation program successfully.

The first is the collection of information, or fact finding.

The second is analysis and interpretation of the data.

The third is the reporting of the results of the analysis.

The fourth consists of taking appropriate action on the findings.

Each of these four activities raises specific problems; careful attention must be given to each one of them if the evaluation program is to be a success.

The Evaluation Process

I. Collecting Information

The objectives of collecting information are to obtain a clear picture of how the personnel program is operating and to have facts sufficient to guide the making of improvements in the program. It follows therefore, that the information must be objective, accurate, and complete.

Various types of data sheets and checklists may appropriately be used to simplify the factgathering process and to assure necessary uniformity and completeness of coverage. Checklists can serve as reminders of points to be looked into and as handy means of recording the findings in a systematic manner.

The investigator should:

- a) make use of statistical data;
- b) observe operations;
- c) conduct interviews with responsible officers and employees; and
- d) use existing information and reporting systems.

Sampling

The assumption underlying the principle of periodic evaluation is that it is more important to study the effectiveness of programs and to discover trends than to find all the individual errors that may have been made. For this reason, sampling is an acceptable technique to employ in fact gathering.

Where only small numbers of cases are handled or only a few people staff the establishment, hundred percent coverage is possible. Wherever the numbers are too large for complete coverage, some sampling plan must be followed to get information representing an accurate picture of the whole. Professional statisticians, if available, can be of assistance in developing a sampling procedure that fits the particular needs of the Agency. Random samples drawn from each population to be studied will usually prove representative of the whole. They should be large enough to establish the facts of a trend.

II. Analysis and Interpretation of Data

A balanced analysis of both quantitative and qualitative data is essential. There are four basic approaches to the analysis of the findings in an evaluation project.

One basic approach is the comparison of program activities and accomplishments with the standards and requirements prescribed by higher authority to meet common needs and with the specific needs of the Agency.

A second approach to analysis is the comparison of conditions and accomplishments over a period of time. A Trend analysis is extremely valuable in reflecting progress, or regression, in the personnel management program and in determining the significance of findings.

A third approach to the analysis of personnel information is the comparison of the activity and results of one organization with those of other organizations. Comparative analysis by organization can be made from three principal points of view;

- a) Comparisons among offices within the Agency;
- b) Comparisons of Agency with other Federal agencies having similar employment conditions, size and dispersion of work force;

c) Comparisons with business and industry operating under similar conditions.

The fourth approach to analyzing a personnel program is that of cost comparisons. Cost is perhaps the most telling basis upon which to convince officials of the wisdom of continuing a constructive personnel practice or of discontinuing an expensive, unproductive practice. This type of analysis is particularly useful in pointing up the severity of unresolved problems or undesirable situations. A valid cost analysis of personnel management is difficult if not impossible; but by a resourceful use of production records, work- measurement techniques, or other pertinent sources of analysis a determination of relative costs becomes feasible.

Completion of the analysis phase of program evaluation should result in conclusions that are understandable and recommendations that are capable of practical application. The conclusions relating to any feature of the personnel program fall in one of two general categories:

(1) Those that indicate a satisfactory state of compliance with requirements and adequate effectiveness in the development, maintenance, and management of the work force; or

(2) Those that reflect noncompliance or a deficiency in meeting an essential need. Conclusions embraced by the first of these categories ordinarily do not require recommendations for further action, unless to improve an already satisfactory situation.

Conclusions of the latter type lead to determination of corrective courses of action and warrant the development of recommendations for consideration of the responsible official.

III. Reporting the results of evaluation

Final evaluation reports are used mainly for the purpose of providing (1) an official record and confirmation of conditions existing at a stipulated time or within a designated period, (2) a basis for securing corrective action, (3) guidelines for new policy and program development, and (4) information concerning progress and problems in personnel management.

The evaluation report should constitute a reliable and self-explanatory record of conditions existing at the time of the analysis. As such it will serve as a basis for comparison in future evaluations, and thereby an indicator of progress made. More important, the report should be a means of securing compliance with existing standards and economies in optional practices and procedures.

The report usually seeks the correction of specific inadequacies. A more important function, however, is to emphasize significant trends and to supply information for action to correct or improve organization-wide performance.

In addition to its official record value and its major corrective and improvement purposes, the report should serve as a means of generally informing those who are concerned with the status of personnel management.

All reports should meet certain standards. They should give a complete and balanced picture of the conditions found, both the good and the poor. Since improvement of the personnel program is the objective, unsatisfactory conditions need to be discussed in greater detail than the good findings, which may be mentioned only as much as necessary to give a correct representation of the existing program.

It is important that the causes of deficiencies be identified, whether they are poor performance, inadequate policies and procedures, ineffective guidance, or unworkable organization and delegation of authority.

In identifying causes, the report should be objective and free from bias. Personal opinion should not enter in, except as supported by facts. Unsupported conclusions can discredit the entire report. The evaluator should prepare a course of action in the report. Recommendations for action should be specific and concrete.

IV. Acting upon evaluation findings

Action to solve specific personnel problems or to improve the program, policies, standards, or procedures of personnel management should begin during the fact-finding process and continue throughout the evaluation cycle, until significant problems are solved and improvements realized. The opportunity for action, however, arises mainly at two stages of the usual evaluation: First at the time the facts are assembled and confirmed and, again at the time the report is issued and put to work.

Evaluators should encourage voluntary self-improvement and arrange for any technical advice needed to keep corrective action on the right path. The more the final report can point to corrective action already underway, the better the chances of obtaining further action that is needed.

—Aside from the solution of individual problems, specific arrangements must be made to take advantage of evaluation findings in the long-range development of policies, standards, and work programs. This entails the orderly scheduling of staff work at the appropriate levels of organization and periodic checkbacks to see that significant assignments are not being side tracked in favor of day-to-day detail.

In connection with each evaluation, a record of the decisions and agreements reached should be carefully kept for use in follow-up work to check the results at a later date or at the time of the next scheduled evaluation review. Also, all resulting action should be documented to complete the record.

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Approved For Release 2001/07/12 : CIA-RDP81-00142R000300030013-5

Directorate of Administration

Statement of the Proposed Goal:

GOAL 6-79: Communications Network Survivability Review

By 30 September 1979, to develop a plan to review the survivability /vulnerability of the Agency's communications facilities, systems, and circuits, both overseas and domestic, and identify those actions which are necessary to ensure the availability, under any conditions, of a communications capability to support Agency and other user requirements at a level acceptable to the users.

Comment:

The Office of Communications will conduct a survivability/vulnerability review over the next several years of all Agency communications assets, including transmission, terminal, and relay systems. Conditions considered will include normal peacetime, nuclear war, equipment and system failures, and actions by labor groups and hostile foreign governments, among others. Actions will be identified and recommended to correct whatever discrepancies are identified between current network survivability and user requirements. The portion of the task to be completed in FY-79 is the development of a plan for the review. This plan will include identification of assets and coordination required, and enumeration of the phenomena or conditions to be considered.

The conduct of this review will require the assistance of a number of other elements of the Agency. Assistance required will include threat assessments, analyses of facility tenability and technical assessments of the impact of various phenomena such as EMP, jamming and attempted destruction of satellites and other facilities. Access will also be required to pertinent information developed by other departments and agencies of the government.

Approved For Release 2001/07/12 : CIA-RDP81-00142R000300030013-5

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The following is a list of those actions which must be taken in order to develop a plan to review the serviceability of the network and to identify what must be done to ensure continuity of service at an acceptable level under all conditions. Time frames are identified for each task. At this time those time frames should be regarded as tentative as they depend upon the availability of assets, including personnel time and dependent also upon the cooperation of other organizations of which we cannot be certain at this time. The action items listed below are not those associated with the review itself but those which must be accomplished to develop the plan for the review.

Milestones

1. By 31 December 1978, ascertain what reviews have been done of this type by other elements of the Agency, the government and private industry and obtain copies of those reviews.
2. By 28 February 1979, complete a study of those reviews and their methodology and results and for the resources that were required. Retain the reviews for use in the study itself.
3. By 31 March 1979, ascertain what methodology is most appropriate to an Agency review. This would include the type of group which should be employed, such as establishment of a staff, a task force, a working group, or a contractual relationship.
4. By 30 April 1979, determine what elements of the office, Agency, government or private industry should participate in the review or should be consulted or coordinated with.
5. By 31 May 1979, determine what assets will be required for the review. This includes funds, personnel, contracts, etc.
6. By 31 August 1979, develop a schedule, action plan and milestones for the review.
7. By 30 September 1979 provide a recommendation for or against undertaking the review and seek management approval of the plan and for the expenditure of the necessary resources.

CONFIDENTIAL

Statement of the Proposed Goal:

GOAL 7-79: Agency Alcohol Program

To initiate, conduct, and coordinate an ongoing Agency Alcohol Program through use of a multifaceted approach: medical, educational, and supervisory. The program will encompass elements for prevention, early case findings, and effective treatment.

Comment:

With the recent addition of a qualified, experienced officer, the Office of Medical Services now has the resource to devote full time and has taken initial steps in building a program.

Currently OMS is briefing senior managers in actively developing a program. With final decision on the most expeditious approach, middle level supervisors will be briefed and trained on methods for using the program.

OMS uses and continues to monitor several treatment methods within the Federal Government and private sector. With ongoing monitoring of cases, OMS will expand and cull these treatment methods as the relative successes are measured.

Other tasks under this program include focus on general employee alcohol education to develop effective information dissemination; study of the overseas situation leading to formulation of an overseas segment of the program; and determine what additional resources may be required to augment the program.

Statement of the Proposed Goal:

GOAL 8-79: Security Reinvestigation Program

To increase production during FY 1979 in the staff reinvesti-
gation program by completing ██████████ reinvestigations and ██████████
██████████ reinvestigation polygraph interviews. 25X1A

Comment:

During FY 1978 the Office of Security's reinvestigation program has proven its validity and demonstrated that it is an imperative aspect of the overall Agency security program. The ultimate goal of putting this program on a 5-year cycle continues to be elusive due to insufficient personnel resources. While this objective will still not achieve the 5-year cycle for which a ██████████ production figure is required, the target figures of the objective represent a significant rise over current production.

Annual
Production Rates

<u>Current</u>	<u>FY 79 Goal</u>	<u>Increase</u>
----------------	-------------------	-----------------

25X1A

Field Reinvestigations

Reinvestigation Polygraphs



Statement of the Proposed Goal:

GOAL 9-79: Hostage Survival Film

To produce a film on hostage survival that can be shown both inside and outside the Agency to individuals who could become hostages during international terrorist incidents.

Comment:

Hostage-taking incidents continue to be a major tactic of international terrorist groups. For several years, the Office of Medical Services Center for Counterterrorism and Crisis Response (OMS/CCCR) has been studying the effects on hostages of terrorist incidents. Combining this knowledge with previous experience with P.O.W.'s, OMS/CCCR has developed a training program in hostage survival. This training is provided to Agency personnel both in formal courses and on an ad hoc basis. Requests for such training are also received from outside the Agency (the National Security Agency uses a film of a hostage survival lecture as part of their briefing for all personnel traveling overseas).

To meet the increasing demand for hostage survival training and to increase the effectiveness of such training, OMS/CCCR plans to develop a training film that can be used both within and without the Agency, as well as overseas. Current films produced in-house are in lecture format; plans call for contracting with an outside film producer who can provide a more effective media format to transmit the important messages of hostage survival. CCCR will be working with the Office of Training and the Office of Logistics in this endeavor.

It is anticipated that selection of a commercial film producer and agreement on final format will be completed by March 1979 and that the film will be completed and edited by the end of FY 1979.

Statement of the Proposed Goal:

GOAL 10-79: Senior Military Operations Training Course

To develop, conduct, and evaluate a new training program for experienced military intelligence managers and staff officers-- a training course called Senior Military Operations Training Course.

Comment:

The DoD has identified a need to enhance skills of senior intelligence officers for the management of intelligence collection and counterintelligence programs. The DoD has asked that the Office of Training supplement the existing Military Operations Familiarization Course and the Military Operations Training Course with a course which will train senior military intelligence officers in the management of intelligence units.

The several steps that must be completed to achieve the goal are:

- Receive formal request from the DIA (executive agent in DoD) for establishment of the Senior Military Operations Training Course (OTR anticipates receiving the formal request in October);
- Develop a syllabus for review with the OTR Curriculum Committee;
- Prepare course materials and orient instructors;
- Conduct first running of the course (OTR anticipated this will be in June 1979);
- Evaluate and modify the course as experience dictates by the end of FY 1979.

Statement of the Proposed Goal:

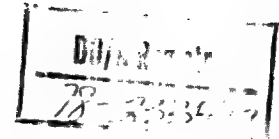
GOAL 11-79: Classification Review Group Efficiency
Improvement

To increase by 12 percent during FY 1979 the number of classified document pages systematically reviewed for declassification by the Classification Review Group of the Information Systems Analysis Staff.

Comment:

As a conservative estimate, there are in round figures 25 million pages of permanent records from the years 1946-1968 which must be systematically reviewed for declassification by 1988--in 10 years. Using the National Archives statistic of 2,500 pages equals one cubic foot, this amounts to over 10,000* cubic feet of material. At the current rate of classification review, 180 cubic feet per year, over 55 years will be required to complete the job. As a production objective in FY 1979, Classification Review Group will increase the rate of declassification review to 201.6 cubic feet per year.

*If exempt status is approved for 3,000 cubic feet of SO material (raw information reports), the figures will be reduced to 7,000 cubic feet, which would equate to 38.8 years to complete the job at the present review rate.



1 NOV 1978

STATINTL

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Assistant for Information, DDA

A Registry
The R & M

SUBJECT: CIA Goals Management Program: Highlight to Congress
Impact of FOIA on National Security Interests

1. This memorandum is to provide you with information on the above-mentioned goal for your use in the proposed goals review meeting with the DDCI.

2. Report to HPSCI Due 1 December 1978. HPSCI in their Authorization Report requested information pertaining to the Intelligence Community entities' FOIA burden. The requested report is to include projections for levels of activity through 1983, an analysis of each entity's approach and how improvement can be made with existing resources. HPSCI has also requested recommendations as to how the Intelligence Community can meet its obligations under the Act, with particular reference to any legislative initiatives which are considered necessary. We intend to use this report as a milestone for the goal as well as a forum for supporting the legislative assumption attached to the FY 80 budget submission.

a. The IRC Working Group (IRC/WG) will prepare the CIA report which will be attached with other entities' reports to a transmittal memorandum to be prepared by the Resource Management Staff.

b. In this report we plan to mention the activities we have undertaken to improve processing of requests such as using a computer logging system, the systems analysis study, training programs, and the FOIA symposium. We will also include a discussion of our management review process such as the IRC and the IRC/WG for procedural guidance. Proposals for legislative relief prepared by OLC in coordination with the IRC/WG will also be presented here.

3. Disseminate Information on CIA Implementation. Working with OLC, we plan to share the informational paper entitled "Impact on the Agency of the Freedom of Information Act, the Privacy Act, and Mandatory Classification" whenever appropriate.

4. Legislative Proposals. The IRC/WG with OLC will continue to develop amendments to the FOI Act to be proposed over the DCI's signature through OMB.

STATINTL

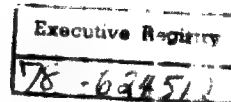
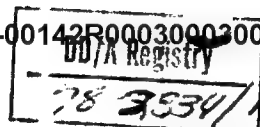
Signed

STATINTL

AAI/DDA: [REDACTED]:ydc (31 Oct 78)

Distribution:

- Original - Addressee
- 1 - IPS
- ✓ 1 - DDA Subject
- 1 - DDA Chrono
- 1 - AI Chrono
- 1 - AI Subject



SEP 1978

DD/A Registry
File 04M

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Operations
Deputy Director for National Foreign Assessment
Deputy Director for Science and Technology
General Counsel
Legislative Counsel
Comptroller
Inspector General
Director of Public Affairs
Director, EEO

FROM : Deputy Director of Central Intelligence

SUBJECT : CIA Goals

1. As you know, at our retreat in June, we discussed your goals, and objectives for the year. The DCI plans to follow up on that discussion at our 30 September weekend meeting.

2. In order to prepare for that discussion, I would like each of you to both revise and update your June goals as necessary for FY 1979 and also report progress toward those June goals.

3. I find that the June goals were generally satisfactory, taking into account the short preparation period. For these next goal statements, however, I suggest there be provided a little more detail on planned follow-up, i.e., a listing of key activities and milestones necessary for achieving your goals should be appended to the goals statements.

4. In addition, you should also be prepared to discuss at the 30 September meeting, the appropriateness, use, and design of a continuing CIA Goals Management program. Both the DCI and I believe there is a need for a semi-structured process through which top management regularly can discuss and reach agreement on agency priorities. The purposes of such a process would include:

- stimulation of communications on major programs and operations;
- assurance that resources are applied or shifted as necessary on an agency-wide basis; and

-- continuing attention is placed on progress toward our goals by agency top management during the course of the year.

5. Please forward your revised goals and progress reports to me (Attention: [REDACTED]) by 22 September in order that an agency-wide summary can be prepared for the 30 September meeting.

STATINTL

[REDACTED]

Frank C. Carlucci

STATINTL

25X1A

DDA 78-2334/2

DD/A Registry
File 04m

22 September 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence

ATTENTION: [REDACTED]

FROM: John F. Blake
Deputy Director for Administration

SUBJECT: DDA Goals--FY'78 and FY'79

REFERENCE: Memo dtd 14 Sep 78 to Multiple Addes fr DDCI,
subj: CIA Goals (ER 78-6245/2)

1. Reference memorandum asked that addressees revise and update their "June goals as necessary for FY 1979 and also report progress toward those June goals."

2. Attachment 1 addresses itself to progress made to date on the June 1978 goals and Attachment 2 contains for consideration an overall compilation of selected FY'79 goals which this Directorate proposes to establish.

John F. Blake

John F. Blake

Atts

Distribution:

Orig - DDCI
1 - ER
1 - DDA Subj
1 - DDA Chrono
1 - JFB Chrono
DDA:JFBlake:kmg (21 Sep 78)

E2 IMPDET
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78
GOALS

ATTACHMENT 1

JUNE 1978 GOALS

PROGRESS REPORT - SEPTEMBER 1978

1 Information Handling Strategy

To develop a comprehensive information handling strategy for the Agency's ADP, communications, records management and word processing activities.

2 Different Concept of Communications Between Senior Management and Body of Employees

To develop a communications concept that will allow an opportunity for false perceptions to be corrected, rumors to be addressed, and official policies to be explained in detail.

3 Training Accountability

To increase the degree of accountability on the part of students attending both the orientation and the developmental courses of the Office of Training.

4 Highlight to Congress Impact of FOIA on National Security Interests

To continue to identify and use every possible opportunity to draw to the attention of members of Congress, particularly the two oversight committees, instances where FOIA requests have been detrimental to the national security interests of the country.

5 More Efficient Support to Overseas DDO Installations

To continue, in connection with the Directorate of Operations, DDA-instituted analysis as to whether more efficient and less labor-intensive means can be discovered to support DDO overseas installations.

6 Component Personnel Management Evaluation

To create and make operational a new personnel monitoring unit within the Office of Personnel which will conduct audits in the operating components to ensure that they are adhering to the personnel management policies of the Agency and that their procedures are properly adapted to reflect changes in those personnel policies.

Directorate of Administration

Statement of the Goal:

GOAL 1: Information Handling Strategy

(DDA submitted this as its first goal for consideration at the 2-3 June conference. At this time, however, it is jointly presented by DDA and the Comptroller.)

Develop a comprehensive information handling strategy for the Agency and a structure for more formal, continuing coordination of the Agency's ADP, communications, records management and word processing activities.

A more comprehensive explanation of the problem is found at Tab 1.

Progress as of September 1978:

Our recommended approach is found at Tab 2.

2 June 1970

Approved For Release 2001/07/12 : CIA-RDP81-00142R000300030013-5

Information Management in CIA

The Executive Advisory Group has given considerable attention to the problem of managing the automatic data processing activities of CIA, recognizing the need for careful control over the growth of this expensive resource. It is becoming increasingly apparent, however, that to control ADP is to control only one element in a family of activities, all of which involve the handling of information.

CIA collects, transmits, stores, retrieves, shares, collates, transforms, produces and publishes information in bewildering profusion. To facilitate these multiple processes we have developed highly sophisticated and costly communications and ADP systems, related in various ways to our printing and publication facilities and to the pervasive records management processes through which we identify and safeguard the information we need to accomplish our intelligence tasks.

These various information handling tools are highly interdependent. Computer data flows on communications lines; communicated messages come to rest in computer data banks; computerized records are converted to microfilm and microfiche; filmed and paper records are scanned electronically for communication to remote display terminals; word-processing techniques expand the computer data base or feed computerized text-editing and printing processes, etc., etc. A management program to control a single element in this family of activities will be frustrated by the ways in which decisions made in another area can generate new, unprogrammed increases in workload. An awareness by the managers of the larger information service components of the need for coordination has protected us from major problems to date, but a new element is entering the picture, threatening organizational loss of control.

The emerging, as yet ill-defined techniques of "word processing," are beginning to place in the hands of individual officers or units the capacity to handle their information far more effectively and efficiently. This new localized word processing power is accompanied, however, by the ability to generate new and unanticipated demands on the central ADP and communication systems, and it threatens to have dramatic impact on our records management programs. The Information Systems Analysis Staff in the O/DDA is attempting to measure the costs and benefits of these new techniques, but is finding that without the ADP and communication factors, the analysis of word processing lacks significance. There are, to be sure, "stand-alone" word processors, but the advantages of interconnection are enticing and easily obtained in today's market, and the use of computer terminals as word processors (using software packages like SCRIPT) has the potential for uncontrolled growth.

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The new Office of Community Information Systems (OCIS) will apparently be looking at some of these problems as they relate to the Intelligence Community. CIA has no counterpart to OCIS, no single voice speaking knowledgeably about the way information is or should be managed in the Agency. Indeed, as is noted at budget defense time every year, CIA does not even have one focal point for all its ADP effort. The Director of Data Processing manages and can speak for only about half of the Agency's ADP resources.

One of the three DDA management goals for 1978, along with the search for greater effectiveness and proficiency, was the enhancement of information management. As we attempt to achieve this goal, we are continually reminded of the fact that in CIA the sharing of information and information-handling facilities makes a one-directorate approach to this problem ineffective. We need a mechanism to plan and coordinate our information-handling activities on an Agency-wide basis.

1. This recommended approach is submitted in concert with the Comptroller.

2. Additional thought and discussion has been given this matter since the goal was first submitted for consideration in June. That consideration has led to a series of both negative and positive conclusions. The negative conclusions are:

a. The somewhat traditional and conventional Agency approach of appointing an inter-directorate staff study group reporting to EAG is insufficient for the cause.

b. The magnitude of the problem, availability of qualified Agency personnel to study it full-time, and the need to capitalize on the best experience and technology available preclude an exclusive in-house attach.

c. The presence of biases, subconscious or otherwise, amongst Agency personnel would inhibit the development of the most objective considerations to meet the problem.

The positive conclusions arrived at are:

a. The problem is real, is here, and a failure to study and attack it now will only exacerbate a solution at a later date.

b. The attack on the problem should not be undertaken unless we are absolutely committed to solve it.

c. The implementation to the solution to the problem may well involve a major, if not drastic, realignment of operating components in this Agency, with the most dramatic possibility being the creation of a new directorate. If we are not prepared to accept and seriously discuss drastic remedies, we should not undertake the exercise.

d. A project director from the Agency, backed up by an Agency steering committee, should be appointed. The major study and formulation of recommendations, however, should be done by the best possible outside management or consulting firm that we can select. This firm should have a demonstrated record in attacking and successfully recommending solutions to some counterpart problems.

GOAL 1 (Con't)

Approved For Release 2001/07/12 : CIA-RDP81-00142R000300030013-5

e. The study will not be inexpensive and should not be forced to meet an unreasonable time frame.

3. If all of the above stipulations are accepted, an initial implementing step, working within the constraints established above, would be to appoint the project manager and steering group to develop and operating plan of attack, to include a statement of the problem.

Directorate of Administration

Statement of the Goal:

GOAL 2: Different Concept of Communications Between Senior Management and Body of Employees

Comment This is not a goal assigned to DDA. It was a DDA offering at the June meeting for Agency consideration.

Develop a different concept of communications between senior management and the body of employees that will allow an opportunity for false perceptions to be corrected, rumors to be addressed, and official policies to be explained in detail. Such a concept would also allow for an unstructured dialogue between management and employees.

Implementation of this goal could be accomplished in various ways, such as:

- a. DCI holding an "open-invitation" meeting every quarter, open to all employees on a first-arrival basis, where the DCI would make a short statement concerning developments in the preceding quarter, and then take questions on any subject from the floor--or
- b. Have the five major components send employees, on a pro-rated basis, to such a session--or
- c. Have each Deputy Director conduct with his employees such a session every other quarter with feedback to the DCI, and DCI hold a session after each 5-month period.

Directorate of Administration

Statement of the Goal:

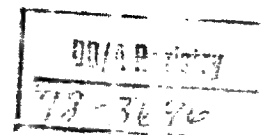
GOAL 3: Training Accountability

Increase the degree of accountability on the part of students attending both the orientation and the developmental courses of the Office of Training, i.e., Senior Seminar, Midcareer Course, Advanced Intelligence Seminar, and Management Seminar. Over and above the accountability procedures now in existence. consideration will be given to:

- a. A narrative evaluation by course instructors or coordinators addressing itself to the student's participation in class exercises, qualitative judgment of individual presentations, interest shown in questioning speakers, and participating in seminars, etc.
- b. Establish several seminar periods for discussion on assigned readings to allow judgments to be made on accomplishment of readings.
- c. Possibility of peer evaluations.
- d. Instructor evaluations on background suitability of student to attend course.

Status Report:

See attached report by Director of Training dated 20 September 1978.



OTR 78-8607

12 1973

MEMORANDUM FOR: Deputy Director for Administration
ATTENTION: Chief, Management and Assessment Staff
FROM: Harry E. Fitzwater
Director of Training
SUBJECT: Status Report on Accountability Practices
in Office of Training Courses

This memorandum is in response to your request for a status report on accountability procedures in Office of Training (OTR) courses. Listed below are practices now in use or being developed in six key programs. In all OTR courses, including these six, end-of-course evaluations are submitted by each student.

A. CIA Senior Seminar (9 weeks, 20 students,
twice a year)

In a separate memorandum to you, responding to comments from the DDA Careerists in Senior Seminar 13, I have outlined in detail the actions which have already been undertaken in regard to this course. These include the following which are being incorporated into Senior Seminar 14:

1. Preparation of precourse case studies on a managerial problem from the individual's own experience is required. Selected case studies will be discussed during the first week.

2. Assignment of precourse readings, identification of specific readings for particular presentations, and increased class discussion of outside readings has been introduced.

3. Discussion of issues during the final week now consists of presentations of team research projects. Results and conclusions will be written. This should result in the strengthening of these presentations as well as resulting in a more meaningful learning experience.

SUBJECT: Status Report on Accountability Practices in
Office of Training Courses

4. There is a continuing requirement that each member make a formal presentation of one to one and a half hours on his current assignment or an Agency experience of general interest.

5. Each student writes a statement (Letter) indicating what he/she got out of the course, what he/she contributed to the course (beyond the individual presentation), how the course changed his/her perceptions of the Agency and the Intelligence Community, and how the course has contributed to the attainment of his/her career goals. The statement is sent via the Director of Training to the appropriate Senior Training Officer who relays it to the student's supervisor.

B. Midcareer Course (5 weeks, 31 students,
five times a year)

1. The first day "Obstacles" exercise is designed to have the class, in small groups, identify perceived obstacles to their career development and propose means of coping with them. The results of each group's discussions are presented to the class as a whole.

2. Required reading is specified on a daily basis and is keyed to presentations.

3. Each student gives a 45-minute presentation before the class on some facet of his/her work. These are spaced throughout the course.

4. Each student writes a statement (Letter) indicating what he/she got out of the course, what he/she contributed to the course (beyond the individual presentation), how the course changed his/her perceptions of the Agency and the Intelligence Community, and how the course has contributed to the attainment of his/her career goals. The statement is sent via the Director of Training to the appropriate Senior Training Officer who relays it to the student's supervisor.

SUBJECT: Status Report on Accountability Practices
in Office of Training Courses

5. In the final week of the course, students from the same Directorate form a panel to deal with any remaining questions about that Directorate the rest of the class may have.

6. In the next running of the course, members will participate in five one-hour discussion periods to address points made in lectures and readings during the week. The class will, in addition, provide written responses to questions posed on these subjects.

7. In this running, students also will take part in a management game dealing either with managerial influence or identification of leadership traits.

8. Future plans include more use of student resources in presenting classroom overviews of their home offices. These talks will precede the evening appearances of office directors.

C. Advanced Intelligence Seminar (AIS) ¹
(2 1/2 weeks, 25 students,
four times a year)

In the Advanced Intelligence Seminar, accountability consists of assigning, to the extent permitted by the very restricted time frame, readings keyed to substantive presentations. At the conclusion of each of the three phases of the course, a class discussion is held in which members are asked to examine, criticize, and expand on the topics covered and the applicability to the intelligence mission.

D. Introduction to CIA (ITCIA)
(2 weeks, ■ students, 25X9
seven times a year)

Pre- and post-course tests are given based on questions submitted by the speakers. Speakers are asked to indicate what key fact(s) they wanted remembered. Speakers are also asked what attitude, focus, or interest they wanted the student to develop toward

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in Office of Training Courses

the subject of his talk. The speaker's response is then used as the subject for class discussions. Examples of the latter: Agency collection efforts, management concerns, relationship to employees, intelligence, and processing efforts.

E. The Management Seminar
(2 weeks, 20 students
six times a year)

1. Each participant coming to the Management Seminar is asked to prepare a written case covering a significant management problem within his assigned office. These cases are subsequently reviewed by the instructors and students to determine which are the most pertinent and relevant for further discussion. During this review, cases covering similar situations are combined into a single discussion topic. Although a major benefit is derived from a class review of the case along with creative solutions which may assist the manager with the problem, there is also a significant side benefit for all others participating in the discussion and problem solving.

2. Another requirement is that class participants are divided, by Directorate affiliation, for team presentations on Directorate activities. The Directorate presentations cover the goals and missions of the Directorates, the resources available to accomplish the objectives, as well as what each Directorate does that might have a bearing on the objectives of other Agency offices. A question-and-answer session is set aside that affords the class members the opportunity to question Directorate speakers/class participants about their activities and how they may impact on other Agency activities.

3. Near the end of the course, the class develops a list of Agency management concerns. This process involves the individuals working up lists of concerns, which are further developed and refined as a team activity involving discussion

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and consolidation of each group's concerns. When the teams regroup they are tasked with reviewing all four team lists to arrive at a class consensus of management concerns.

4. Throughout the course there are requirements for participation in role plays.

5. To recap, several tools are now being used in the Seminar to insure participation of all students, and to enable the instructors to judge if each student will return to his/her office with an increased awareness of his role as an individual and as a manager. The students leave the course with a greater appreciation of theoretical management concepts as well as an increased appreciation of the Agency's management principles, procedures, and systems.

F. Program on Creative Management (POCM)
(5 1/2 days, 12 students
six times a year)

1. In the Program on Creative Management, a number of paper and pencil measures provide the student with information regarding his/her level of knowledge or perceptions before the Program and at the end. Additionally, because we are concerned about how student learning would impact on "on-the-job" performance, students are asked to set and plan a career-related goal on the last day of the course. We plan a one-year follow-up with each student to determine if they have accomplished this goal or are making satisfactory progress. This follow-up will also examine their utilization of other course concepts. It is felt that this combined information will provide the Management School staff and the student participants with information regarding the impact of the course on his/her performance. We examined the results of our precourse and postcourse questionnaires from the Programs IV and V and found that in each group, statistically significant gains were made in student effectiveness.

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2. The Program is experiential and requires constant participation in exercises and role-playing. The measures and questions asked of students constantly test their understanding throughout the Program. Small class size (12) adds substantially to student participation.

3. Peer feedback is an integral part of the Program, and is structured in as a formal part of the curriculum. While it does not result in a specific numerical evaluation, the students give each other feedback on specific, observed behaviors perceived as effective and ineffective. STATINTL


Harry E. Rizzwater

Statement of the Goal:

GOAL 4: Highlight to Congress Impact of FOIA on National Security Interests

To continue to identify and use every possible opportunity to draw to the attention of members of Congress, particularly our two oversight committees, instances where FOIA requests have been detrimental to the national security interests of the country; to continue to impress upon the Congress the administrative expense incurred by this Agency by virtue of FOIA and the Privacy Act; to encourage the authorship by an appropriate officer of an article concerning the threat of FOIA to the intelligence function for publication in "Studies in Intelligence."

Progress as of September 1978

There have been no opportunities for direct communication with members of Congress on the subject of the impact of FOIA requests on the national security interests of the U.S. There has, however, been considerable discussion within the Agency about the FOIA and about ways it might be amended in order to lessen its negative impact on the CIA. The Working Group of the Information Review Committee (IRC) at the request of the Office of Legislative Counsel (OLC) has been collecting specific information from its membership on which to base formal proposals through the Office of Management and Budget (OMB) for the amendment of the Act. This process is ongoing and the matter was once again discussed at the IRC Working Group meeting of 21 September. The information collected is being summarized for use by OLC.

One opportunity to get our story before Congress came somewhat fortuitously in the form of questions put to the DDA when he spoke before the American Legion Convention in August. As a result of the information which he provided in response to questions from his audience, the Legion passed Resolution 521 on the subject "The CIA and Foreign Policy." The resolution noted that even foreign nationals have access to CIA information through the FOIA, that the cost to the CIA budget is an estimated \$2.5 million annually, and that much of the information available under the Act "brings aid and comfort to

potential enemies." The Legion resolved, therefore, to urge Congress to amend the Act "to enable the CIA to best serve the foreign policy interests of the U.S." and "that all sensitive information and data which could damage the national interests of the U.S. be withheld in order to further the objectives and purposes of U.S. foreign policies." This resolution appears in the Foreign Relations Report to the 60th National Convention, and we are confident that the Legion is bringing this report to the attention of Congress.

We have not yet undertaken any action to accomplish the last item in the goal having to do with an article to be published in Studies in Intelligence. We are giving this aspect of the goal early priority. We will continue to collect information which can be included in our annual reports on FOIA and the Privacy Act, reports which will be submitted in this next period. If the OMB accepts, in one form or another, the legislative assumption which is present in our 1980 budget submission, we rely upon the work already done by the IRC Working Group and OLC to submit, in conjunction with the 1980 Congressional budget, legislative proposals leading to relief from the demands of the FOIA. Through the IRC Working Group and the IRC, we will also explore ways in which we might take fuller advantage of the exemptions under the Privacy Act which are available to CIA but which were not adopted by the then DCI.

Opinions differ but it seems likely that in some form or another the demands of the FOI and Privacy Acts will be with us for a long time. Until we are successful in getting the kind of relief which we need to protect the Nation's interests, we will continue to employ various means to convince Congress that some action is necessary.

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Directorate of Administration

Statement of the Goal:

GOAL 5: More Efficient Support to Overseas DDO Installations

To continue, in connection with the Directorate of Operations, DDA-instituted analysis as to whether more efficient and less labor-intensive means can be discovered to support DDO overseas installations.

Progress as of September 1978

During this period there has been a continuing effort on the part of ODP, OF, Commo, and SSA-DDA and other components to develop more efficient administrative procedures for use at overseas stations. Specific accomplishments were:

1. The Directorate has designed and is currently testing in the field a new procedure for field reporting of time and attendance information. The new system, Electronic Time and Attendance Reporting (ETAR) would transmit T&A information via our communications facilities directly into the headquarters payroll computer data base. The system will reduce workload and result in more timely payment of overtime and other types of premium pay for field personnel. It should also significantly reduce security considerations related to sending the T&A's in hard copy to each station each pay period.

2. OF and ODP have designed and implemented a computer assisted procedure for processing Class B Financial Accountings at headquarters. The system enables the division to input the financial data from the accounting into headquarters data bases on a more timely basis, and reports forwarded to the field will contain more timely information. It also facilitates review by the Area Division B&F personnel.

3. OF has designed, and expects to implement in the near future, a computer assisted Class A Accounting System for use in the field. The new system should significantly reduce the time required to maintain the various ledgers/accounts associated with Class A Accounting. This reduction will enable the

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GOAL 5 (Con't)

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finance personnel to render more service to the components they are supporting.

4. The Associate DDA chaired a seminar, with representatives from all components with overseas facilities, to discuss some of the major problems and issues associated with overseas administration. One result of the seminar was the consolidation of the various support units in [REDACTED] X1A

25X1A

[REDACTED] By concentrating our professional support personnel in one component, rather than having segments dedicated to different components, the same number of officers can offer a broader base of support. We are also enlarging the training courses which have been given to the operational support assistants at the overseas posts. (Operational support assistants are clerical personnel who have been trained to provide administrative services as well as operational support such as management of photo labs, etc.)

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Directorate of Administration

Statement of the Goal:

GOAL 6: Component Personnel Management Evaluation

To create and make operational a new personnel monitoring unit within the Office of Personnel which will conduct audits in the operating components to ensure that they are adhering to the personnel management policies of the Agency and that their procedures are properly adapted to reflect changes in those personnel policies.

Status Report:

See attached report by Director of Personnel dated 20 September 1978.

20 September 1978

MEMORANDUM FOR: Deputy Director for Administration
FROM : F. W. M. Janney
Director of Personnel
SUBJECT : Personnel Management Evaluation Program

1. This is in response to your request for a status report on the establishment of an expanded Personnel Management Evaluation Program.

2. Attached is a summarization of actions taken to date as regards the program.

STATINTL

[REDACTED]

F. W. M. Janney

Attachments

Distribution:

Orig & 1 - Adse
2 - D/Pers
1 - OP/P&C

STATINTL OP/P&C/[REDACTED] cmc (20 Sep 78)

ADMINISTRATIVE - INTERNAL USE ONLY

ESTABLISHMENT OF A MORE COMPREHENSIVE AGENCY
PERSONNEL MANAGEMENT MONITORING AND EVALUATION SYSTEM

Reference: Memo for DDCI for D/Pers dtd 20 Apr 78, subject: Need
for a Cross-Cutting Management Tool to Monitor Agency-
wide Personnel Practices and Procedures

1. BACKGROUND

The approval by the DDCI of the recommendations contained in referenced memorandum (Tab A) provided the basis for the establishment of an expanded and more formalized Agency Personnel Management and Evaluation Program; fixing responsibility and authority with the Office of Personnel for the development and implementation of the PME program; and the authorization to establish a discrete staff organization (five positions) to carry out the functions of the evaluation program.

2. STATUS OF ACTION

A. Establishment of the Office of Personnel, Personnel
Management Evaluation Staff:

A Personnel Management Evaluation Staff has been established on the Office of Personnel's staffing complement. The position structure is as follows:

Personnel Officer (Chief)	GS-16*
Personnel Officer	GS-14
Personnel Officer	GS-13
Personnel Officer	GS-13
Secretary-Steno	GS-07

*Supergrade level subject to approval by the DDCI.

B. Mission and Functions of the Personnel Management
Staff: (See Tab B)

C. Program Implementation:

1. Development of Concepts

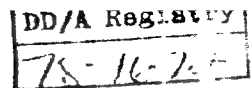
The concepts and processes of the PME have been developed. (See Tab C)

2. Implementation

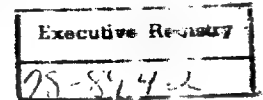
Office space for the PME Staff has been identified at Ames Building but is presently occupied. Present tenants will be moved to other office space in approximately 90 days.

The Chief of the PME Staff has been named and has commenced monitoring and providing guidance to the Career Services and Subgroups in their implementation of the several new DCI policy initiatives in the personnel management area (e.g., establishment of annual promotion targets, establishment of formalized secretarial and clerical career panels, etc.).

Candidates for the other positions on the staff are currently being selected and are expected to be available for duty at such a time as the PME office space is available for occupancy.



20 APR 1978



MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA : Deputy Director for Administration

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Need for a Cross-Cutting Management Tool
to Monitor Agency-Wide Personnel
Practices and Procedures

1. Action Requested: Approval of the institution of a more comprehensive Agency Personnel Management Monitoring and Evaluation System. Specific recommendations are contained in paragraph 3.

2. Background:

a. For 25 years the Agency maintained an essentially decentralized personnel management system with responsibility and accountability for personnel management vested with heads of some 23 career services. In 1973 the Director asked the Office of Personnel to undertake a comprehensive review of the many different personnel policies and procedures which were then in use in the various career services. An inter-Directorate Personnel Approaches Study Group (PASG), with the Director of Personnel as Chairman, spent some four months on a concentrated review and found that a highly questionable degree of disparity in policies and procedures, all unpublished, was resulting in widespread confusion and a strong perception among employees of comparative unfairness in promotions, assignments, and selection for training. PASG developed a series of recommendations based on the principles of maximum Agency-wide uniformity with sufficient flexibility to take care of the problems unique to each Directorate and the E Career Service; of complete openness between management and the employee as to the personnel policies and procedures in use; of centralized responsibility with the heads of the career services (the Deputy Directors and Head, E Career Service) to assure the proper execution of published tenets.

b. Also in 1973, the Executive Director-Comptroller instituted a top management post-audit concept for personnel management based on an Annual Personnel Plan and a Personnel Development Program. These would provide an audit trail in personnel management by which the DCI could be assured that his managers were effectively planning and sufficiently preparing for future personnel exigencies.

c. In the past several months personnel policy of the Agency and the Operations Directorate in particular has been carefully reexamined. The DCI and the DDCI have concluded that greater uniformity within the Agency is indicated, and to this end the DDCI published a notice to the Deputies and the Head of the E Career Service on "Uniform Promotion System" dated 7 April 1978. This calls for: (1) minimum targets for annual promotion of qualified employees by grade and career service; (2) aggressive application of the "three per cent regulation" (HR [REDACTED]); (3) the establishment of independent panels to review each "three per cent" case; (4) further guidance on developing new and using current precepts for promotion consideration; (5) assuring the integrity of recommendations from the evaluation boards and panels; (6) a uniform promotion schedule in the Agency for each grade with published promotion lists.

d. In addition, other concepts leading to greater uniformity and a single Agency concept are under examination, such as: (1) the identification of specific positions in each Directorate for career-enhancing cross-Directorate rotation (perhaps 30 for FY 1979); (2) giving additional value for inter-Directorate service when determining the selection of those employees recommended for promotion to GS-16 and above; (3) the adequacy of the dual-track system of promotion for managers and specialists; (4) review and improvement of the Agency's fitness report and general employee assessment procedures.

1979
e. The DDCI has already issued other directives on: (1) selection, Agency-wide, for management training and senior officer schools; (2) establishment of career panels for clerical and secretarial personnel; (3) DDCI review of the Directorate and E Service FY 1978 PDP's.

f. The DDCI feels the need for a specific point of responsibility in monitoring across component lines the progress towards these enunciated policies and procedures and directs the Office of Personnel, in keeping with its mission, to establish a responsive unit.

3. Recommendations: That the Office of Personnel:

(a) establish a monitoring unit to measure and impel progress towards the achievement of the uniform personnel directives as issued; and

(b) establish a new staff element (initially four professionals and one clerical) as the Personnel Management Evaluation Staff in the Office of Personnel to engage in fact-finding, evaluation, sampling, data analysis, reporting, recommendations for action on uniform personnel policies and procedures as established, and identify further areas susceptible to improvement.

STATINTL

STATINTL I (✓) concur () non-concur in the recommendations contained in paragraph 3:

Administration

24 April 78
Date

STATINTL The recommendations contained in paragraph 3 are:

(✓) APPROVED

() DISAPPROVED

Deputy Director
of
Central Intelligence

26 APR 1978

Date

PERSONNEL MANAGEMENT EVALUATION STAFF
MISSION, FUNCTIONS AND AUTHORITIES

I. Mission

Develop and execute Personnel Management Evaluation Plans designed to monitor and evaluate the effectiveness of personnel management within the Agency as regards achievement of Agency personnel and career management objectives; assurance that delegated personnel authorities are being properly carried out and in adherence with Agency policy directives; legal requirements; and in accord with policies and procedures as established by the Career Services and their Sub-groups.

II. Functions

A. Develop methodologies and techniques (such as on-site audits, employee surveys, periodic reports by operating component officials) as appropriate to provide the most effective approach to monitoring and evaluating the implementation of specific aspects of the Agency's personnel and career management system.

B. Conduct Personnel Management Evaluation surveys of personnel management as carried out by organizational entities and officials delegated such responsibility and authority.

C. Provide guidance, advice and assistance to component and Career Service management in improving the effectiveness of personnel and career management.

D. Prepare Reports of Evaluation and prepare recommendations for action on basis of findings developed in such surveys and submit them to Agency top management.

III. Authorities

A. Internal

1. HR [REDACTED]
2. DDCI memorandum dated 20 April 1978

B. External

Presidential memorandum dated 9 October 1969 which directed that Department and Agency Heads establish systems to review periodically the effectiveness of personnel management within their organizations. This Presidential memorandum also assigned the Civil Service Commission with the responsibility and authority to establish Government-wide standards for adequate evaluation systems. The Commission guidelines regarding requirements for internal agency evaluation of personnel management effectiveness and minimum requirements for Agency internal evaluation systems are contained in the Federal Personnel Manual, Chapter 250.

The Evaluation Processes

There are four essential activities in carrying out an evaluation program successfully.

The first is the collection of information, or fact finding.

The second is analysis and interpretation of the data.

The third is the reporting of the results of the analysis.

The fourth consists of taking appropriate action on the findings.

Each of these four activities raises specific problems; careful attention must be given to each one of them if the evaluation program is to be a success.

The Evaluation Process

I. Collecting Information

The objectives of collecting information are to obtain a clear picture of how the personnel program is operating and to have facts sufficient to guide the making of improvements in the program. It follows therefore, that the information must be objective, accurate, and complete.

Various types of data sheets and checklists may appropriately be used to simplify the factgathering process and to assure necessary uniformity and completeness of coverage. Checklists can serve as reminders of points to be looked into and as handy means of recording the findings in a systematic manner.

The investigator should:

- a) make use of statistical data;
- b) observe operations;
- c) conduct interviews with responsible officers and employees; and
- d) use existing information and reporting systems.

Sampling

The assumption underlying the principle of periodic evaluation is that it is more important to study the effectiveness of programs and to discover trends than to find all the individual errors that may have been made. For this reason, sampling is an acceptable technique to employ in fact gathering.

Where only small numbers of cases are handled or only a few people staff the establishment, hundred percent coverage is possible. Wherever the numbers are too large for complete coverage, some sampling plan must be followed to get information representing an accurate picture of the whole. Professional statisticians, if available, can be of assistance in developing a sampling procedure that fits the particular needs of the Agency. Random samples drawn from each population to be studied will usually prove representative of the whole. They should be large enough to establish the facts of a trend.

II. Analysis and Interpretation of Data

A balanced analysis of both quantitative and qualitative data is essential. There are four basic approaches to the analysis of the findings in an evaluation project.

One basic approach is the comparison of program activities and accomplishments with the standards and requirements prescribed by higher authority to meet common needs and with the specific needs of the Agency.

A second approach to analysis is the comparison of conditions and accomplishments over a period of time. A Trend analysis is extremely valuable in reflecting progress, or regression, in the personnel management program and in determining the significance of findings.

A third approach to the analysis of personnel information is the comparison of the activity and results of one organization with those of other organizations. Comparative analysis by organization can be made from three principal points of view;

- a) Comparisons among offices within the Agency;
- b) Comparisons of Agency with other Federal agencies having similar employment conditions, size and dispersion of work force;

c) Comparisons with business and industry operating under similar conditions.

The fourth approach to analyzing a personnel program is that of cost comparisons. Cost is perhaps the most telling basis upon which to convince officials of the wisdom of continuing a constructive personnel practice or of discontinuing an expensive, unproductive practice. This type of analysis is particularly useful in pointing up the severity of unresolved problems or undesirable situations. A valid cost analysis of personnel management is difficult if not impossible; but by a resourceful use of production records, work-
measurement techniques, or other pertinent sources of analysis a determination of relative costs becomes feasible.

Completion of the analysis phase of program evaluation should result in conclusions that are understandable and recommendations that are capable of practical application. The conclusions relating to any feature of the personnel program fall in one of two general categories:

(1) Those that indicate a satisfactory state of compliance with requirements and adequate effectiveness in the development, maintenance, and management of the work force; or

(2) Those that reflect noncompliance or a deficiency in meeting an essential need. Conclusions embraced by the first of these categories ordinarily do not require recommendations for further action, unless to improve an already satisfactory situation.

Conclusions of the latter type lead to determination of corrective courses of action and warrant the development of recommendations for consideration of the responsible official.

III. Reporting the results of evaluation

Final evaluation reports are used mainly for the purpose of providing (1) an official record and confirmation of conditions existing at a stipulated time or within a designated period, (2) a basis for securing corrective action, (3) guidelines for new policy and program development, and (4) information concerning progress and problems in personnel management.

The evaluation report should constitute a reliable and self-explanatory record of conditions existing at the time of the analysis. As such it will serve as a basis for comparison in future evaluations and thereby an indicator of progress made. More important, the report should be a means of securing compliance with existing standards and economies in optional practices and procedures.

The report usually seeks the correction of specific inadequacies. A more important function, however, is to emphasize significant trends and to supply information for action to correct or improve organization-wide performance.

In addition to its official record value and its major corrective and improvement purposes, the report should serve as a means of generally informing those who are concerned with the status of personnel management.

All reports should meet certain standards. They should give a complete and balanced picture of the conditions found, both the good and the poor. Since improvement of the personnel program is the objective, unsatisfactory conditions need to be discussed in greater detail than the good findings, which may be mentioned only as much as necessary to give a correct representation of the existing program.

It is important that the causes of deficiencies be identified, whether they are poor performance, inadequate policies and procedures, ineffective guidance, or unworkable organization and delegation of authority.

In identifying causes, the report should be objective and free from bias. Personal opinion should not enter in, except as supported by facts. Unsupported conclusions can discredit the entire report. The evaluator should prepare a course of action in the report. Recommendations for action should be specific and concrete.

IV. Acting upon evaluation findings

Action to solve specific personnel problems or to improve the program, policies, standards, or procedures of personnel management should begin during the fact-finding process and continue throughout the evaluation cycle, until significant problems are solved and improvements realized. The opportunity for action, however, arises mainly at two stages of the usual evaluation: First at the time the facts are assembled and confirmed and, again at the time the report is issued and put to work.

Evaluators should encourage voluntary self-improvement and arrange for any technical advice needed to keep corrective action on the right path. The more the final report can point to corrective action already underway, the better the chances of obtaining further action that is needed.

—Aside from the solution of individual problems, specific arrangements must be made to take advantage of evaluation findings in the long-range development of policies, standards, and work programs. This entails the orderly scheduling of staff work at the appropriate levels of organization and periodic checkbacks to see that significant assignments are not being side tracked in favor of day-to-day detail.

In connection with each evaluation, a record of the decisions and agreements reached should be carefully kept for use in follow-up work to check the results at a later date or at the time of the next scheduled evaluation review. Also, all resulting action should be documented to complete the record.

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ATTACHMENT 2

DIRECTORATE OF ADMINISTRATION

FY 1979 GOALS
PROPOSED

CONTINUING GOALS

- 1-79 Information Handling Strategy
To develop a comprehensive information handling strategy for the Agency's ADP, communications, records management and word processing activities.
- 2-79 Training Accountability
To increase the degree of accountability on the part of students attending both the orientation and the developmental courses of OTR.
- 3-79 Highlight to Congress Impact of FOIA on National Security Interests
To continue to identify and use every possible opportunity to draw to the attention of members of Congress, particularly the two oversight committees, instances where FOIA requests have been detrimental to the national security interests of the country.
- 4-79 More Efficient Support to Overseas DDO Installations
To continue, in connection with the Directorate of Operations, DDA-instituted analysis as to whether more efficient and less labor-intensive means can be discovered to support DDO overseas installations.
- 5-79 Component Personnel Management Evaluation
To create and make operational a new personnel monitoring unit within the Office of Personnel which will conduct audits in the operating components to ensure that they are adhering to the personnel management policies of the Agency and that their procedures are properly adapted to reflect changes in those personnel policies.

NEW GOALS

6-79 Communications Network Survivability Review

To develop a plan to review the survivability/vulnerability of the Agency's communications facilities, systems, and circuits, both overseas and domestic, and identify those actions which are necessary to ensure the availability, under any conditions, of a communications capability to support Agency and other user requirements at a level acceptable to the users.

7-79 Agency Alcohol Program

To initiate, conduct, and coordinate an ongoing Agency alcohol program through use of a multi-faceted approach: medical, educational, and supervisory. The program will encompass elements for prevention, early case findings, and effective treatment.

8-79 Security Reinvestigation Program

To increase production during FY 1979 in the staff reinvestigation program by completing 2300 field reinvestigations and 2000 reinvestigation polygraph interviews.

9-79 Hostage Survival Film

To produce a film on hostage survival that can be shown both inside and outside the Agency to individuals who could become hostages during international terrorist incidents.

10-79 Senior Military Operations Training Course

To develop, conduct, and evaluate a new training program for experienced military intelligence managers and staff officers--a training course called Senior Military Operations Training Course.

11-79 Classification Review Group Efficiency Improvement

To increase by 12 percent during FY 1979 the number of classified document pages systematically reviewed for declassification by the Classification Review Group of the Information Systems Analysis Staff.

Directorate of Administration

PROPOSED CONTINUING GOALS

- 1-79 Information Handling Strategy
- 2-79 Training Accountability
- 3-79 Highlight to Congress Impact of FOIA on National
 Security Interests
- 4-79 More Efficient Support to Overseas DDO Installations
- 5-79 Component Personnel Management Evaluation

Key Activities or Milestones:

Please see Attachment 1 which identifies key activities under each one of the proposed continuing goals and describes significant milestones, where appropriate.

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Directorate of Administration

Statement of the Proposed Goal:

GOAL 6-79: Communications Network Survivability Review

By 30 September 1979, to develop a plan to review the survivability /vulnerability of the Agency's communications facilities, systems, and circuits, both overseas and domestic, and identify those actions which are necessary to ensure the availability, under any conditions, of a communications capability to support Agency and other user requirements at a level acceptable to the users.

Comment:

The Office of Communications will conduct a survivability/vulnerability review over the next several years of all Agency communications assets, including transmission, terminal, and relay systems. Conditions considered will include normal peace time, nuclear war, equipment and system failures, and actions by labor groups and hostile foreign governments, among others. Actions will be identified and recommended to correct whatever discrepancies are identified between current network survivability and user requirements. The portion of the task to be completed in FY-79 is the development of a plan for the review. This plan will include identification of assets and coordination required, and enumeration of the phenomena or conditions to be considered.

The conduct of this review will require the assistance of a number of other elements of the Agency. Assistance required will include threat assessments, analyses of facility tenability and technical assessments of the impact of various phenomena such as EMP, jamming and attempted destruction of satellites and other facilities. Access will also be required to pertinent information developed by other departments and agencies of the government.

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The following is a list of those actions which must be taken in order to develop a plan to review the serviceability of the network and to identify what must be done to ensure continuity of service at an acceptable level under all conditions. Time frames are identified for each task. At this time those time frames should be regarded as tentative as they depend upon the availability of assets, including personnel time and dependent also upon the cooperation of other organizations of which we cannot be certain at this time. The action items listed below are not those associated with the review itself but those which must be accomplished to develop the plan for the review.

Milestones

1. By 31 December 1978, ascertain what reviews have been done of this type by other elements of the Agency, the government and private industry and obtain copies of those reviews.
2. By 28 February 1979, complete a study of those reviews and their methodology and results and for the resources that were required. Retain the reviews for use in the study itself.
3. By 31 March 1979, ascertain what methodology is most appropriate to an Agency review. This would include the type of group which should be employed, such as establishment of a staff, a task force, a working group, or a contractual relationship.
4. By 30 April 1979, determine what elements of the office, Agency, government or private industry should participate in the review or should be consulted or coordinated with.
5. By 31 May 1979, determine what assets will be required for the review. This includes funds, personnel, contracts, etc.
6. By 31 August 1979, develop a schedule, action plan and milestones for the review.
7. By 30 September 1979 provide a recommendation for or against undertaking the review and seek management approval of the plan and for the expenditure of the necessary resources.

Directorate of Administration

Statement of the Proposed Goal:

GOAL 7-79: Agency Alcohol Program

To initiate, conduct, and coordinate an ongoing Agency Alcohol Program through use of a multifaceted approach: medical, educational, and supervisory. The program will encompass elements for prevention, early case findings, and effective treatment.

Comment:

With the recent addition of a qualified, experienced officer, the Office of Medical Services now has the resource to devote full time and has taken initial steps in building a program.

Currently OMS is briefing senior managers in actively developing a program. With final decision on the most expeditious approach, middle level supervisors will be briefed and trained on methods for using the program.

OMS uses and continues to monitor several treatment methods within the Federal Government and private sector. With ongoing monitoring of cases, OMS will expand and cull these treatment methods as the relative successes are measured.

Other tasks under this program include focus on general employee alcohol education to develop effective information dissemination; study of the overseas situation leading to formulation of an overseas segment of the program; and determine what additional resources may be required to augment the program.

Statement of the Proposed Goal:

GOAL 8-79: Security Reinvestigation Program

To increase production during FY 1979 in the staff reinvestigation program by completing 2300 field reinvestigations and 2000 reinvestigation polygraph interviews.

Comment:

During FY 1978 the Office of Security's reinvestigation program has proven its validity and demonstrated that it is an imperative aspect of the overall Agency security program. The ultimate goal of putting this program on a 5-year cycle continues to be elusive due to insufficient personnel resources. While

25X1A

Annual
Production Rates

25X1A

Current FY 79 Goal Increase

Field Reinvestigations

Reinvestigation Polygraphs

Directorate of Administration

Statement of the Proposed Goal:

GOAL 9-79: Hostage Survival Film

To produce a film on hostage survival that can be shown both inside and outside the Agency to individuals who could become hostages during international terrorist incidents.

Comment:

Hostage-taking incidents continue to be a major tactic of international terrorist groups. For several years, the Office of Medical Services Center for Counterterrorism and Crisis Response (OMS/CCCR) has been studying the effects on hostages of terrorist incidents. Combining this knowledge with previous experience with P.O.W.'s, OMS/CCCR has developed a training program in hostage survival. This training is provided to Agency personnel both in formal courses and on an ad hoc basis. Requests for such training are also received from outside the Agency (the National Security Agency uses a film of a hostage survival lecture as part of their briefing for all personnel traveling overseas).

To meet the increasing demand for hostage survival training and to increase the effectiveness of such training, OMS/CCCR plans to develop a training film that can be used both within and without the Agency, as well as overseas. Current films produced in-house are in lecture format; plans call for contracting with an outside film producer who can provide a more effective media format to transmit the important messages of hostage survival. CCCR will be working with the Office of Training and the Office of Logistics in this endeavor.

It is anticipated that selection of a commercial film producer and agreement on final format will be completed by March 1979 and that the film will be completed and edited by the end of FY 1979.

Directorate of Administration

Statement of the Proposed Goal:

GOAL 10-79: Senior Military Operations Training Course

To develop, conduct, and evaluate a new training program for experienced military intelligence managers and staff officers-- a training course called Senior Military Operations Training Course.

Comment:

The DoD has identified a need to enhance skills of senior intelligence officers for the management of intelligence collection and counterintelligence programs. The DoD has asked that the Office of Training supplement the existing Military Operations Familiarization Course and the Military Operations Training Course with a course which will train senior military intelligence officers in the management of intelligence units.

The several steps that must be completed to achieve the goal are:

- Receive formal request from the DIA (executive agent in DoD) for establishment of the Senior Military Operations Training Course (OTR anticipates receiving the formal request in October);
- Develop a syllabus for review with the OTR Curriculum Committee;
- Prepare course materials and orient instructors;
- Conduct first running of the course (OTR anticipated this will be in June 1979);
- Evaluate and modify the course as experience dictates by the end of FY 1979.

Directorate of Administration

Statement of the Proposed Goal:

GOAL 11-79: Classification Review Group Efficiency Improvement

To increase by 12 percent during FY 1979 the number of classified document pages systematically reviewed for declassification by the Classification Review Group of the Information Systems Analysis Staff.

Comment:

As a conservative estimate, there are in round figures 25 million pages of permanent records from the years 1946-1968 which must be systematically reviewed for declassification by 1988--in 10 years. Using the National Archives statistic of 2,500 pages equals one cubic foot, this amounts to over 10,000* cubic feet of material. At the current rate of classification review, 180 cubic feet per year, over 55 years will be required to complete the job. As a production objective in FY 1979, Classification Review Group will increase the rate of declassification review to 201.6 cubic feet per year.

*If exempt status is approved for 3,000 cubic feet of SO material (raw information reports), the figures will be reduced to 7,000 cubic feet, which would equate to 38.8 years to complete the job at the present review rate.